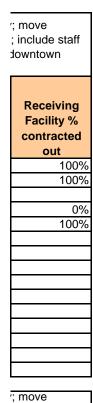
					Short description: Close SORCC at White Ci inpatient programs to American Lake in VISN 2				
						relocation options. Move outpatient services to			
Alternate # 1	Dom 100%				Medford.	10113. 101000 0	dipationi scrvices to		
, mornato ii i	20111 10070	Baseline			Modicia.				
		workload							
		from							
		Millman for	2012	2022		Year to			
Workload or Space	Baseline	beds &	projected	Projected	% to be	begin	Receiving Facility		
Category	Wkld	stops	Wkld	Wkld	transferred	transfer	Name		
Inpatient Medicine		1	1	1	100%		Medford (new clinic)		
Inpatient Surgery		1	-	-	100%	2004	Medford (new clinic)		
Inpatient Psych		-	-	-					
Inpatient Dom	727	727	727	727	100%	2008	American Lake		
Inpatient NHCU		11	11	11	100%	2004	Medford (new clinic)		
Inpatient PRRTP		-	-	-					
Inpatient SCI		-	-	-					
Inpatient BRC		-	-	-					
Outpatient Primary Care		34,705	41,072	33,268	100%		Medford (new clinic)		
Outpatient Specialty Care		7,181	30,916	27,023	100%		Medford (new clinic)		
Outpatient Mental Health		18,789	20,131	19,584	100%		Medford (new clinic)		
Ancilliary & Diagnostics		42,116	38,169	33,391	100%		Medford (new clinic)		
Research SPACE	N/A	,	N/A	N/A					
Admin SPACE	N/A		N/A	N/A					
Other SPACE	N/A		N/A	N/A					
	1 1 1 / / \		IV/A I	IV/A					
648 New Bed Level	IN/A		IN/A	IN/A					
	IV/A		IN/A	IV/A	Short descri	ption: Close	SORCC at White City		
	IV/A		N/A	IV/A			-		
	IVA		IV/A	IVA	inpatient prog	rams to Rose	SORCC at White City burg in VISN 20; inclu utpatient services to o		
	Dom 100%		IVA	IVA	inpatient prog	rams to Rose	burg in VISN 20; inclu		
648 New Bed Level		Baseline	IV/A	IVA	inpatient progrelocation opt	rams to Rose	burg in VISN 20; inclu		
648 New Bed Level		Baseline workload	IV/A	IVA	inpatient progrelocation opt	rams to Rose	burg in VISN 20; inclu		
648 New Bed Level					inpatient progrelocation opt	rams to Rose ions. Move o	burg in VISN 20; inclu		
648 New Bed Level Alternate # 2	Dom 100%	workload from Millman for	2012	2022	inpatient prog relocation opt Medford.	rams to Rose ions. Move o	burg in VISN 20; inclu utpatient services to o		
648 New Bed Level Alternate # 2 Workload or Space	Dom 100% Baseline	workload from Millman for beds &	2012 projected	2022 Projected	inpatient progrelocation opt Medford.	rams to Rose ions. Move o	burg in VISN 20; inclu utpatient services to described to the control of the cont		
Alternate # 2 Workload or Space Category	Dom 100%	workload from Millman for	2012 projected Wkld	2022 Projected Wkld	inpatient progrelocation opt Medford. % to be transferred	rams to Rose ions. Move o Year to begin transfer	burg in VISN 20; inclusion to the services to		
Alternate # 2 Workload or Space Category Inpatient Medicine	Dom 100% Baseline	workload from Millman for beds & stops	2012 projected	2022 Projected	inpatient progrelocation opt Medford. % to be transferred 100%	Year to begin transfer 2004	burg in VISN 20; including the services to describe the services the servi		
Alternate # 2 Workload or Space Category Inpatient Medicine Inpatient Surgery	Dom 100% Baseline	workload from Millman for beds & stops	2012 projected Wkld	2022 Projected Wkld	inpatient progrelocation opt Medford. % to be transferred	Year to begin transfer 2004	burg in VISN 20; inclusion to the services to		
Alternate # 2 Workload or Space Category Inpatient Medicine Inpatient Surgery Inpatient Psych	Dom 100% Baseline Wkld	workload from Millman for beds & stops 1 1	2012 projected Wkld 1	2022 Projected Wkld	inpatient progrelocation opt Medford. % to be transferred 100% 100%	Year to begin transfer 2004	Burg in VISN 20; included the services to describe the services the service		
Alternate # 2 Workload or Space Category Inpatient Medicine Inpatient Surgery Inpatient Psych Inpatient Dom	Dom 100% Baseline	workload from Millman for beds & stops 1 1 - 727	2012 projected Wkld 1	2022 Projected Wkld 1 - - 727	inpatient progrelocation opt Medford. % to be transferred 100% 100%	Year to begin transfer 2004 2008	Receiving Facility Name Medford (new clinic) Medford (new clinic) Roseburg		
Alternate # 2 Workload or Space Category Inpatient Medicine Inpatient Surgery Inpatient Psych Inpatient Dom Inpatient NHCU	Dom 100% Baseline Wkld	workload from Millman for beds & stops 1 1	2012 projected Wkld 1	2022 Projected Wkld	inpatient progrelocation opt Medford. % to be transferred 100% 100%	Year to begin transfer 2004 2008	Burg in VISN 20; included the services to describe the services the service		
Alternate # 2 Workload or Space Category Inpatient Medicine Inpatient Surgery Inpatient Psych Inpatient Dom Inpatient NHCU Inpatient PRRTP	Dom 100% Baseline Wkld	workload from Millman for beds & stops 1 1 - 727	2012 projected Wkld 1 - - 727	2022 Projected Wkld 1 - - 727	inpatient progrelocation opt Medford. % to be transferred 100% 100%	Year to begin transfer 2004 2008	Receiving Facility Name Medford (new clinic) Medford (new clinic) Roseburg		
Alternate # 2 Workload or Space Category Inpatient Medicine Inpatient Surgery Inpatient Dom Inpatient NHCU Inpatient PRRTP Inpatient SCI	Dom 100% Baseline Wkld	workload from Millman for beds & stops 1 1 - 727 11	2012 projected Wkld 1 - - 727 11	2022 Projected Wkld 1 - - 727 11	inpatient progrelocation opt Medford. % to be transferred 100% 100%	Year to begin transfer 2004 2008	Receiving Facility Name Medford (new clinic) Medford (new clinic) Roseburg		
Alternate # 2 Workload or Space Category Inpatient Medicine Inpatient Surgery Inpatient Psych Inpatient Dom Inpatient NHCU Inpatient PRRTP	Dom 100% Baseline Wkld	workload from Millman for beds & stops 1 1 - 727 11	2012 projected Wkld 1 - - 727 11	2022 Projected Wkld 1 - - 727 11	inpatient progrelocation opt Medford. % to be transferred 100% 100%	Year to begin transfer 2004 2008	Receiving Facility Name Medford (new clinic) Medford (new clinic) Roseburg Medford (new clinic)		
Alternate # 2 Workload or Space Category Inpatient Medicine Inpatient Surgery Inpatient Dom Inpatient NHCU Inpatient PRRTP Inpatient SCI	Dom 100% Baseline Wkld	workload from Millman for beds & stops 1 1 - 727 11	2012 projected Wkld 1 - - 727 11	2022 Projected Wkld 1 - - 727 11	inpatient progrelocation opt Medford. % to be transferred 100% 100%	Year to begin transfer 2004 2008	Receiving Facility Name Medford (new clinic) Medford (new clinic) Roseburg		
Alternate # 2 Workload or Space Category Inpatient Medicine Inpatient Surgery Inpatient Dom Inpatient NHCU Inpatient PRRTP Inpatient SCI Inpatient BRC	Dom 100% Baseline Wkld	workload from Millman for beds & stops 1 1 - 727 11	2012 projected Wkld 1 727 11	2022 Projected Wkld 1 727 11	inpatient progrelocation opt Medford. % to be transferred 100% 100% 100%	Year to begin transfer 2004 2008	Receiving Facility Name Medford (new clinic) Medford (new clinic) Roseburg Medford (new clinic)		
Alternate # 2 Workload or Space Category Inpatient Medicine Inpatient Surgery Inpatient Psych Inpatient NHCU Inpatient PRRTP Inpatient SCI Inpatient BRC Outpatient Primary Care	Dom 100% Baseline Wkld	workload from Millman for beds & stops 1 1 - 727 11 - 34,705	2012 projected Wkld 1 727 11 41,072	2022 Projected Wkld 1	inpatient progrelocation opt Medford. % to be transferred 100% 100% 100%	Year to begin transfer 2004 2008	Receiving Facility Name Medford (new clinic)		
Alternate # 2 Workload or Space Category Inpatient Medicine Inpatient Surgery Inpatient Psych Inpatient Dom Inpatient NHCU Inpatient PRRTP Inpatient SCI Inpatient BRC Outpatient Primary Care Outpatient Specialty Care Outpatient Mental Health	Dom 100% Baseline Wkld	workload from Millman for beds & stops 1	2012 projected Wkld 1 727 11 41,072 30,916 20,131	2022 Projected Wkld 1 727 11 33,268 27,023	inpatient progrelocation opt Medford. % to be transferred 100% 100% 100% 100% 100%	Year to begin transfer 2004 2008	Receiving Facility Name Medford (new clinic)		
Alternate # 2 Workload or Space Category Inpatient Medicine Inpatient Surgery Inpatient Psych Inpatient Dom Inpatient NHCU Inpatient PRRTP Inpatient SCI Inpatient BRC Outpatient Primary Care Outpatient Specialty Care Outpatient Mental Health Ancilliary & Diagnostics	Dom 100% Baseline Wkld	workload from Millman for beds & stops 1	2012 projected Wkld 1 727 11 41,072 30,916 20,131 38,169	2022 Projected Wkld 1	inpatient progrelocation opt Medford. % to be transferred 100% 100% 100% 100% 100% 100% 100% 100	Year to begin transfer 2004 2008	Receiving Facility Name Medford (new clinic)		
Alternate # 2 Workload or Space Category Inpatient Medicine Inpatient Surgery Inpatient Psych Inpatient Dom Inpatient NHCU Inpatient PRRTP Inpatient SCI Inpatient BRC Outpatient Primary Care Outpatient Specialty Care Outpatient Mental Health	Baseline Wkld	workload from Millman for beds & stops 1	2012 projected Wkld 1	2022 Projected Wkld 1	inpatient progrelocation opt Medford. % to be transferred 100% 100% 100% 100% 100% 100% 100% 100	Year to begin transfer 2004 2008	Receiving Facility Name Medford (new clinic)		
Alternate # 2 Workload or Space Category Inpatient Medicine Inpatient Surgery Inpatient Psych Inpatient Dom Inpatient NHCU Inpatient PRRTP Inpatient SCI Inpatient BRC Outpatient Primary Care Outpatient Specialty Care Outpatient Mental Health Ancilliary & Diagnostics Research SPACE	Dom 100% Baseline Wkld	workload from Millman for beds & stops 1	2012 projected Wkld 1 727 11 41,072 30,916 20,131 38,169	2022 Projected Wkld 1	inpatient progrelocation opt Medford. % to be transferred 100% 100% 100% 100% 100% 100% 100% 100	Year to begin transfer 2004 2008	Receiving Faciname Medford (new cleaned)		

Alternate # 3	Dom 100%				Short description: Rapid Footprint Reduction - current programs at White City similar to the initia Market Plan. Building demolition occurs on an a timeline with greater space reductions and more enhanced use leasing.			
Workload or Space Category	Baseline Wkld	Baseline workload from Millman for beds & stops	2012 projected Wkld	2022 Projected Wkld	% to be transferred	Year to begin transfer	Receiving Facility Name	
Inpatient Medicine		1	1	1		2004		
Inpatient Surgery		1	-	•		2004		
Inpatient Psych		•	•	•				
Inpatient Dom	727	727	727	727				
Inpatient NHCU		11	11	11				
Inpatient PRRTP		•	•	•				
Inpatient SCI		•	•	•				
Inpatient BRC		-	-	-				
Outpatient Primary Care		34,705	41,072	33,268				
Outpatient Specialty Care		7,181	30,916	27,023				
Outpatient Mental Health		18,789	20,131	19,584				
Ancilliary & Diagnostics		42,116	38,169	33,391				
Research SPACE	N/A		N/A	N/A				
Admin SPACE	N/A		N/A	N/A				
Other SPACE	N/A		N/A	N/A				



Receiving Facility % contracted out 100% 100%

VISN 20 Realignment White City Nov 20 03.xls - Step 1, Workload

Maintains al VISN20 ccelerated aggressive

Receiving Facility % contracted out 100%

Alternate # 1	Receiving Facility #	1 American Lak	e (100% Dom)		
Vacant Space in 2022 =		EU out space in 2022 =		Outleased space in 2022 =	
Workload or Space Category	Additional SF Needed	New Construction SF	Conversion of Vacant SF	Lease SF	Contract remaining workload to match space added? Y/N
Inpatient Medicine	0				
Inpatient Surgery	0				
Inpatient Psych	0				
Inpatient Dom	316282	316282			
Inpatient NHCU	0				
Inpatient PRRTP					
Inpatient SCI					
Inpatient BRC					
Outpatient Primary Care					
Outpatient Specialty Care					
Outpatient Mental Health					
Ancilliary & Diagnostics					
Research SPACE					
Admin SPACE					
Other SPACE					

Dom SF based on space calculator 252373 BDOC =316282 SF

Alternate # 1	Receiving Facility # 1 Medford (100%OPT) NHCU, Med, Surg								
Vacant Space in 2022 =		EU out space in 2022 =		Outleased space in 2022 =					
Workload or Space Category	Additional SF Needed	New Construction SF	Conversion of Vacant SF	Lease SF	Contract remaining workload to match space added? Y/N				
Inpatient Medicine	0				Υ				
Inpatient Surgery	0				Υ				
Inpatient Psych	0								
Inpatient Dom	0								
Inpatient NHCU	0				Υ				
Inpatient PRRTP									
Inpatient SCI									
Inpatient BRC									
Outpatient Primary Care	21,364	21,364			Υ				
Outpatient Specialty Care	24,833	24,833			Υ				
Outpatient Mental Health	16,763	16,763			Υ				
Ancilliary & Diagnostics	19,860	19,860			Υ				
Research SPACE									
Admin SPACE	11000	11000							
Other SPACE				_	_				

VISN 20 Realignment White City Nov 20 03.xls - Step 2, Space

*Medford Clinic	

Alternate # 2	Receiving Facility #	2 Roseburg (10	0%)		
Vacant Space in 2022 =		EU out space in 2022 =		Outleased space in 2022 =	
Workload or Space Category	Additional SF Needed	New Construction SF	Conversion of Vacant SF	Lease SF	Contract remaining workload to match space added? Y/N
Inpatient Medicine					
Inpatient Surgery					
Inpatient Psych					
Inpatient Dom	316282	316282			
Inpatient NHCU					
Inpatient PRRTP					
Inpatient SCI					
Inpatient BRC					
Outpatient Primary Care					
Outpatient Specialty Care					
Outpatient Mental Health					
Ancilliary & Diagnostics					
Research SPACE					
Admin SPACE					
Other SPACE					

Alternate # 2	Receiving Facility # 1 Medford (100% OPT) NHCU, Med, Surg							
Vacant Space in 2022 =		EU out space in 2022 =		Outleased space in 2022 =				
Workload or Space Category	Additional SF Needed	New Construction SF	Conversion of Vacant SF	Lease SF	Contract remaining workload to match space added? Y/N			
Inpatient Medicine	0				Υ			
Inpatient Surgery	0				Υ			
Inpatient Psych	0							
Inpatient Dom	0							
Inpatient NHCU	0				Υ			
Inpatient PRRTP								
Inpatient SCI								
Inpatient BRC								
Outpatient Primary Care	21,364	21,364			Υ			
Outpatient Specialty Care	24,833	24,833			Υ			
Outpatient Mental Health	16,763	16,763			Υ			
Ancilliary & Diagnostics	19,860	19,860			Υ			
Research SPACE								
Admin SPACE								
Other SPACE								
*Medford Clinic				Step 2	2, Space - 7 of 40			

VISN 20 Realignment White City Nov 20 03.xls - Step 2, Space

Alternate # 3	White City downsiz	е			
Vacant Space in 2022 =		EU out space in 2022 =		Outleased space in 2022 =	
Workload or Space Category	Additional SF Needed	New Construction SF	Conversion of Vacant SF	Lease SF	Contract remaining workload to match space added? Y/N
Inpatient Medicine	0				Υ
Inpatient Surgery	0				Υ
Inpatient Psych	0				
Inpatient Dom	0				
Inpatient NHCU	0				Υ
Inpatient PRRTP					
Inpatient SCI					
Inpatient BRC					
Outpatient Primary Care	2,347	2,347			Υ
Outpatient Specialty Care	17,140	17,140			Υ
Outpatient Mental Health					Υ
Ancilliary & Diagnostics					Υ
Research SPACE					
Admin SPACE					
Other SPACE					

VISN 20 Realignment White City Nov 20 03.xls - Step 3, Vacant Space

Alternate # 1	Name of Fac	ility Being Stud	lied: White City	/		
			SF to be for			
		SF to be	Enhanced	SF to be	SF to be	Remaining
	Vacant SF	Demolished	Use	divested	outleased	Vacant
Existing MP 2022	66,253	206,211	0	0	25,497	
Newly vacated	692187	692187			0	0
692187-206,211=485976		•			•	_
	= VSSC com	pleted			= VISN comr	leted

Alt 2	Name of Fac	ility Being Stud	lied: White City	1		
			SF to be for			
		SF to be	Enhanced	SF to be	SF to be	Remaining
	Vacant SF	Demolished	Use	divested	outleased	Vacant
Existing MP 2022	66,253	206,211	0	0	25,497	
Newly vacated	692187	692187			0	0

692187-206,211=485976

Alt 3	Name of Fac	Name of Facility Being Studied: White City						
		SF to be for						
		SF to be	Enhanced	SF to be	SF to be	Remaining		
	Vacant SF	Demolished	Use	divested	outleased	Vacant		
Existing MP 2022	66,253	206,211	0	0	25,497			
Newly vacated	692187	357102			0	5900		

Downsizing the campus to 500 beds

Alternate # 1	Name of Fac	lame of Facility Being Studied: American Lake						
CARES Category (Dom, Specialty Care or NHCU)	County Name	FY 2012 Workload (BDOC)	Travel time from County to Facility being studied	Workload to be transferred to Facility B	Travel Time from County		Travel Time from County	New weighted Travel Time (calculated)
				American				
				Lake		Medford		
Dom	JACKSON	105,779		92027	5.6 hours			
NHCU	JACKSON	1144				1133	0	
Specialty (new clinic)	JACKSON	14857				14857	0	

	Current	New	
Type	Access %	Access %	
Primary Care	72.3	73	No change
Acute Care	55.6	86.6	No Change

Alternate # 2	Name of Fac	ility Being	Studied: Ro	seburg				
CARES Category (Dom, Specialty Care or NHCU)	County Name	FY 2012 Workload (BDOC)	Travel time from County to Facility being studied	Workload to be transferred to Facility B	Travel Time from County			New weighted Travel Time (calculated)
				Roseburg		Medford		
Dom	JACKSON	105,779		105779	1.7 hours	0		
NHCU	JACKSON	1144				1144	0	
Specialty (new clinic)	JACKSON	14857				14857	0	

	Current	New	
Type	Access %	Access %	
Primary Care	72.3	73	No change
Acute Care	55.6	86.6	No Change

Alternate # 3	Name of Fac	ility Being	Studied: Wh	ite City			
CARES Category (Dom, Specialty Care or NHCU)	County Name	FY 2012 Workload (BDOC)	Travel time from County to Facility being studied	to Facility B	Travel Time from County	Travel Time from County	New weighted Travel Time (calculated)
				White City			
Dom	JACKSON	105,779		105779	0		
NHCU	JACKSON	1144		1144	0		
Specialty (new clinic)	JACKSON	14857		14857	0		

VISN 20 Realignment White City Nov 20 03.xls - Step 4, Access

	Current	New	
Type	Type Access %	Access %	
	Care 72.3	73	No change
Primary Care	Cale 12.3	, , ,	

VISN 20 Realignment White City Nov 20 03.xls - Step 4, Infrastructure

2001 Baseline Data	Name of Fac	cility Being S	Studied: Whi	te City				
		Original						
		Bed	Number of	Number of		Average		Valuation of
	Campus	Capacity	Vacant	Occupied	Vacant	Condition	Annual Capital	Campus
Facility Name	Acreage	(Beds)	Bldgs	Bldgs	Space (SF)	Score	Costs *	(AEW)
White City	145	647	0	62	42,158	2.6	1993	148,000,000

current level

Status Quo																				
White City																				
•	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
Recurring Costs																				
Inpatient Op Cost	22,657,376	22,646,202	22,624,655		22,578,146	, , , , , ,	, ,		, -,-	22,361,261	,	, . ,	, ,		, -, -		, ,		21,969,950	424,580,570
Outpatient Op Cost	16,118,259	16,235,516	16,306,285	16,347,884	16,351,582	16,308,351		16,153,684	-,	15,872,790	15,722,103	15,572,350	-,, -	15,312,913		-,,			14,641,634	298,578,038
Non Clinical Categories	3,646,104	3,642,635	3,639,169	3,635,706	3,632,247	3,628,792	3,625,338	3,621,889	3,618,443	3,615,000	3,611,560	3,608,124	3,604,691	3,601,262	3,597,835	3,594,412	3,590,992	3,587,575	3,584,162	68,685,936
Vacant Space Op Cost	575,624	575,077	574,530	573,983	573,437	572,891	572,346	571,802	571,258	570,714	570,171	569,628	569,086	568,545	568,004	567,464	566,924	566,384	565,845	10,843,713
																				0
Non-Recurring Costs																				802,688,257
Estimated Capital Costs	1,992,854	1,958,723	1,925,177	1,892,206	1,859,799	1,827,947	1,796,640	1,765,870	1,735,627	1,705,901	1,676,685	1,647,969	1,619,745	1,592,005	1,564,739	1,537,941	1,511,601	1,485,713	1,460,267	32,557,409
Describing Facility # 4	.																			
Receiving Facility # 1	American La		2000	2007	2000	2000	2010	2014	2042	2042	204.4	2045	2040	2047	2040	2019	2020	2021	2022	
Recurring Costs	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
Inpatient Op Cost	29,906,846	29,997,334	30,051,544	30,097,109	30.128.724	30,129,732	30.106.241	30.060.865	29,959,957	29.841.001	29.734.536	29,633,993	29.542.815	29,482,084	29.411.027	29,345,892	29.258.472	29,156,559	29,058,353	564,903,084
Outpatient Op Cost	37,501,642	38.220.211	38.780.679	39.252.523	40.810.670	41.145.908	,,	,,		41.353.212	-, - ,	41.072.105	- / - /		-, ,-		-,,		39,423,949	765,640,055
Non Clinical Categories	2,926,224	2,923,440	2,920,658	2,917,879	2,915,102	2,912,329	2,909,559	2,906,790	2,904,024	2,901,261	2,898,500	2,895,742	2,892,987	2,890,234	2,887,485	2,884,737	2,881,993	2,879,250	2,876,511	55,124,705
Vacant Space Op Cost	405.958	405.572	405.186	404,800	404.415	404.030	403.646	403,262	402.878	402,495	402,112	401,729	401,347	400.965	400.584	400,202	399.822	399,441	399,061	7,647,505
vacant opace op cool	100,000	100,012	100,100	.0.,000	10 1, 110	10 1,000	100,010	100,202	.02,0.0	102,100	.02,2	101,120	101,011	.00,000	.00,00	100,202	000,022	000,	000,001	0
Non-Recurring Costs																				1,393,315,349
Estimated Capital Costs	5,207,875	5,118,682	5,031,016	4,944,852	4,860,164	4,776,926	4,695,114	4,614,703	4,535,669	4,457,989	4,381,639	4,306,596	4,232,839	4,160,345	4,089,093	4,019,061	3,950,228	3,882,575	3,816,080	85,081,446
		•		•		•	•		•			•						•	,	
Receiving Facility # 2	Roseburg																			
•	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
Recurring Costs																				
Inpatient Op Cost	33,994,382	33,987,397	33,912,892	33,809,360									30,912,659					29,691,872		607,291,450
Outpatient Op Cost	31,324,017	31,472,346	- ,,	31,489,650	31,383,000	31,170,149	30,894,705	30,583,042	30,182,289	29,759,799	-,,-	28,902,138	28,482,517		27,759,055	27,372,008		26,565,529	26,166,582	559,442,986
Non Clinical Categories	1,883,157	1,881,365	1,879,575	1,877,787	1,876,000	1,874,215	1,872,431	1,870,650	1,868,870	1,867,092	1,865,316	1,863,541	1,861,768	1,859,996	1,858,227	1,856,458	1,854,692	1,852,927	1,851,164	35,475,231
Vacant Space Op Cost	365,804	365,456	365,108	364,761	364,414	364,067	363,720	363,374	363,029	362,683	362,338	361,993	361,649	361,305	360,961	360,618	360,274	359,932	359,589	6,891,075
																				0
Non-Recurring Costs																				1,209,100,742
Estimated Capital Costs	3,680,913	3,617,871	3,555,910	3,495,009	3,435,152	3,376,320	3,318,495	3,261,661	3,205,800	3,150,895	3,096,931	3,043,892	2,991,760	2,940,522	2,890,161	2,840,662	2,792,012	2,744,194	2,697,195	60,135,355

Market Plan																			
White City	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Recurring Costs	2004	2003	2000	2007	2000	2003	2010	2011	2012	2013	2014	2013	2010	2017	2010	2013	2020	2021	2022
	22,657,376	21,319,244	21,298,960	21,276,953	21,254,972	21,222,664	21,187,005	21,153,054			20,986,774	20,937,750	20,892,174	20,853,485	20,816,096		20,742,904		
Outpatient Op Cost Non Clinical Op Cost	17,696,868 3,646,104	17,821,373 3,642,635	16,846,898 3,639,169	16,884,252 3,635,706	16,885,999 3,741,064	16,600,820 3,737,505	16,534,422 3,733,948	16,453,250	16,326,880	16,185,905	15,984,692 3,719,757	15,842,881 3,716,218	3,712,682	15,597,303 3,709,150	15,478,330 3,705,621	15,325,221 3,702,095	15,197,889 3,698,573	15,063,909	14,934,932 3,691,538
Vacant Space Op Cost	1,086,919	1,039,156	846,988	991,159	931,914	706,019		660,909	666,631	659,469	652,130	644,708	636.866	628,351	490.616		378,652	376,690	374,718
Savings/Cost/Profit	0	0	0	0	0	0	0) (0	C	0	0	C	0	0	(0	C	0
Recurring Savings	83,193	80.660	78,204	75 000	73,514	71,276	60 106	67.002	64.962	62,984	61.066	59,207	57.404	55,656	53,962	52,319	50.726	40 404	47,684
Savings/Cost/Profit	83,193	80,660	78,204	75,823	73,514	71,276	69,106	67,002	64,962	62,984	61,066	59,207	57,404	55,656	53,962	52,318	50,726	49,181	47,084
Non Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
lew Construction	3,875,323	3,368,790	3,658,863	245,823	500,400	2,141,494 237,475	000 400	1,746,088	0	0	0	0	C	0	0		0	0	0
Renovate Leases	0	0	0	245,823	508,469	237,475	233,408				0	0) 0	0				0
/acant Space Demolition	279,635	326,171	241,548	0	58,568	306,143	32,419	157,012	109,649	C	210,626	0	C	0	189,255	162,816	20,703	C	0
	.,		,-	-			,					-1							
Ion Recurring Revenue		-																	
Savings/Cost/Profit	0	0	0	- 0	0	0) (0	ų c	0	0) 0	0	() 0	ı c	0
Receiving Facility American	n Lake																		
Coorrang I acinty American	Lunc																		
Recurring Costs	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
npatient Op Cost	23,175,175	23,193,626	22,569,782	22,572,858	22,570,398	22,556,534	22,537,671	22,509,310	22,452,845		22,329,402	22,276,900	22,234,190	22,197,928	22,152,821	22,120,281	22,073,638	22,023,822	21,973,529
Outpatient Op Cost Non Clinical Op Cost	39,382,463 2.926,224	38,732,159 2,923,440	38,335,073 2,920,658	38,771,884 2.917.879	38,424,054 2,915,102	38,545,788 2,912,329	39,830,071 2,909,559	39,880,973	39,052,047	38,887,445 2.901.261	38,784,249 2.898.500	38,740,314 2.895,742	38,634,270 2,892,987	38,244,691	38,033,954 2,887,485	37,294,158 2.884.737	37,150,064 2.881.993	36,646,504 2.879,250	35,978,354
/acant Space Op Cost	2,926,224	105,619	2,920,658	76,322	71,009	65,785	67,704	55,972	2,904,024		2,898,500	53,593	2,892,987 56,051	51,519	46,926			50,506	2,876,511 44,429
Savings/Cost/Profit	3,572,124	412,067	91,409	10,322	71,009	05,765	07,704) 33,812	00,090	33,033	30,323	03,393	30,031	01,019	40,920	49,200) 37,021	30,300	44,429
ournigo, o cour ront	-,,	,			· · · · · ·						· · · · ·						1		
Recurring Savings																			
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	C	0	0	C	0	0	(0	C	0
Non Recurring Costs																			
ton Recurring costs	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	7,337,076	7,211,417	0	0	0	0	0) (0	0	0	0	C	0	0	(0	C	0
Renovate	3,208,986	6,923,312	3,684,384	2,526,142	0	0	70,545	5 0	0	C	0	0	C	0	0	(0	C	0
Leases	0	0	0	0	0	0	000.704	0	0	C	0	0	C	0	0	(0	C	0
Vacant Space Demolition	0	0	0	18,797	0	0	830,731	C	ı c	ų C	0	U	· ·) 0	U	1	ט ע	1 0	0
Non Recurring Revenue																			
Savings/Cost/Profit	0	0	0	0	0	0	0) (0	C	0	0	C	0	0	(0	C	0
Receiving Facility Roseburg		2025	0000	0007	0000	0000	0040	0044	0040	0040	0044	0045	0040	0047	0040	0040	0000	0004	0000
Danimina Casta	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Recurring Costs Inpatient Op Cost	31,297,461	31,270,807	31,190,049	31,088,119	30.936.424	30,206,002	29,981,141	29,750,388	29 404 416	28,602,374	28,289,730	28,006,314	27,747,380	27,554,515	27,361,744	27.174.652	26,977,626	26,781,778	26,593,900
	26,859,158	26,970,488	26,979,496	26,935,850	26,815,649	24,013,155	23,766,937	23,492,851	23,157,063	20,802,374	21,609,515	21,210,620	20,937,543	20,602,086	20,267,798	19,916,257	19,701,531	19,393,828	18,985,613
Non Clinical Op Cost	1,883,157	1,881,365	1,879,575	1,877,787	1,876,000	2,213,944	2,211,836	2,209,732		2,205,530	2,203,432	2,201,335	2,199,240	2,197,147	2,195,058	2,192,968		2,188,797	2,186,714
Vacant Space Op Cost	220,677	215,782	212,370	116,946	1,729	88,457	104,874	129,937	159,455	161,719	168,307	194,639	177,548	196,853	215,524	234,468	205,072	221,275	242,857
Savings/Cost/Profit	0	0	0	0	0	0	C	0	12,478,535	C	0	0	C	0	0	(0	C	0
Decurring Covings																			
Recurring Savings Savings/Cost/Profit	n	0	n	0	n	0) (n	n)		() (0
	O ₁	0	· ·	0				1	1	1	. 0	<u> </u>				1	-1	1	U
						2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Ion Recurring Costs	2004	2005	2006	2007	2008		-											,	
Non Recurring Costs	0	2005	2006	2007	12,690,210	6,867,283	0) (2 776 531		0	0) 0	0) 0		0
Non Recurring Costs New Construction Renovate	2004 0 814,262	2005 0 0	2006 0 0	2007 0 0			0	0 0	2,776,531	0	0	0	C	0 0	0		0 0	0	0
Non Recurring Costs New Construction Renovate Leases Vacant Space Demolition	0	2005 0 0 0	2006 0 0	2007 0 0 0 157,670	12,690,210 581,494 0	6,867,283	C C C C C C C C C C C C C C C C C C C		2,776,531 0 72,749		0	0	0	0 0 0	0		0 0 0		0 0 0 28,177
Non Recurring Costs New Construction Renovate Leases Jacant Space Demolition	0	2005 0 0 0	2006 0 0 0	0	12,690,210 581,494 0	6,867,283 571,535 0	000000000000000000000000000000000000000		C	C	0	0	0	0 0	0 0	(0 0 0	C	0 0 0 28,177
Non Recurring Costs New Construction Renovate	0	2005	2006 0 0 0	0	12,690,210 581,494 0	6,867,283 571,535 0	000000000000000000000000000000000000000		C		0 0	0 0	0	0 0	0 0		0 0 0	C	0 0 0 28,177

100% contract																			
White City																			
Beauting Costs	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Recurring Costs npatient Op Cost	22,657,376	22,646,202	44,188,422	44,144,637	44,100,898	44,046,852	43,989,477	43,933,830	43,857,769	43,781,815	43,702,585	43,631,948	43,564,779	43,504,518	43,445,577	43,386,020	43,329,343	43,267,660	43,207,771
Outpatient Op Cost	17,696,868		16,846,898	16,884,252	16,885,999	16,600,820	16,534,421	16,453,250	16,326,880	16,185,905	15,984,692	15,842,881	15,711,087	15,597,303	15,478,330	15,325,222	15,197,889	15,063,909	14,934,932
Non Clinical Op Cost	3,646,104	3,642,635	3,639,169	3,635,706	3,632,247	3,628,792	3,625,338	3,621,889	3,618,443	3,615,000	3,611,560	3,608,124	3,604,691	3,601,262	3,597,835	3,594,412	3,590,992	3,587,575	3,584,162
/acant Space Op Cost Savings/Cost/Profit	2,363,369 47,002	2,097,400 45,571	2,071,903 44,183	2,032,688 42,838	1,955,606 41,534	1,712,179 40,269	1,661,054 39,043	1,526,258 37,854	1,428,693 36,702	515,365 35,584	510,494 34,501	505,497 33,450	500,039 32,432	493,868 31,444	358,436 30,487	267,194 29,559	250,961 28,659	251,186 27,786	251,364 26,940
	,	,	,	,	,	,		0.,00			- 1,001		,	,,	00,.0.			,	
Recurring Savings	00.400	00.000	70.004	75.000	70.544	74.070	00.400	07.000	04.000	00.004	04.000	50.007	F7.404	55.050	F0 000	50.040	E0 700	10.404	47.004
Savings/Cost/Profit	83,193	80,660	78,204	75,823	73,514	71,276	69,106	67,002	64,962	62,984	61,066	59,207	57,404	55,656	53,962	52,319	50,726	49,181	47,684
on Recurring Costs																			
land Orange toward and	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
lew Construction lenovate	0	3,368,790	453,392 0	245,823	241,613	237,475	233,408	0	0	0	0	0	0	0	0	0	0	0	0
eases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
acant Space Demolition	279,635	326,171	241,548	0	58,568	306,143	32,419	157,012	109,649	1,305,579	210,626	0	0	0	189,255	162,816	20,703	0	0
on Recurring Revenue																			
avings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
																			-
eceiving Facility American	n Lake 2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Recurring Costs	2004	2005	2006	2007	2006	2009	2010	2011	2012	2013	2014	2015	2010	2017	2010	2019	2020	2021	2022
ecurring Costs																			
-matiant On Coat	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
npatient Op Cost Outpatient Op Cost	23,175,175 39,382,462	23,193,626 38,732,158	22,569,782 38,335,073	22,572,858 38,771,883	22,570,398 38,424,053	22,556,534 38,545,788	22,537,670 39,830,071	22,509,310 39,880,973	22,452,846 39,052,047	22,386,606 38,887,445	22,329,402 38,784,248	22,276,900 38,740,315	22,234,189 38,634,270	22,197,928 38,244,692	22,152,821 38,033,954	22,120,281 37,294,158	22,073,638 37,150,064	22,023,823 36,646,505	21,973,529 35,978,354
Ion Clinical Op Cost	2,926,224	2,923,440	2,920,658	2,917,879	2,915,102	2,912,329	2,909,559	2,906,790	2,904,024		2,898,500	2,895,742	2,892,987	2,890,234	2,887,485	2,884,737	2,881,993	2,879,250	2,876,511
acant Space Op Cost	231,515		91,409	76,322	71,009	65,785	67,704	55,972	66,896	55,053	50,525	53,593	56,051	51,519	46,926	49,285	57,621	50,506	44,429
Savings/Cost/Profit	3,572,124	412,067	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Recurring Savings																			
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
la Baarrania 0 (-																			
Ion Recurring Costs	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
lew Construction	7,337,076	7,211,417	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
lenovate	3,208,986	6,923,312	3,684,384	2,526,142	0	0	70,545	0	0	0	0	0	0	0	0	0	0	0	0
Leases /acant Space Demolition	0	0	0	18,797	0	0	830,731	0	0	0	0	0	0	0	0	0	0	0	0
racant Space Demontion		/I U	U	10,797	U	U	030,731	U	- 0		0	U	U	U	U	U	U	U	U
Ion Recurring Revenue																			
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Receiving Facility Rosebur	g																		
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Recurring Costs Recurring Costs																			
lecurring Costs	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
npatient Op Cost	31,297,461	31,270,807	31,190,049	31,088,119	30,936,424	30,206,002	29,981,141	29,750,388	29,404,416	28,602,374	28,289,729	28,006,313	27,747,379	27,554,516	27,361,744	27,174,651	26,977,626	26,781,778	26,593,901
							00 700 007	23,492,851	23,157,063	22,866,247	21,609,515	21,210,620	20,937,543	20,602,087	20,267,798	19,916,257	19,701,531	19,393,828	18,985,613
Outpatient Op Cost	26,859,158	26,970,488	26,979,496	26,935,850	26,815,649	24,013,155	23,766,937						0.40				0.10	0.40	0.405 -:
utpatient Op Cost on Clinical Op Cost	26,859,158 1,883,157	1,881,365	26,979,496 1,879,575	1,877,787	1,876,000	2,213,944	2,211,836	2,209,732	2,207,630	2,205,530	2,203,432	2,201,335	2,199,240	2,197,147	2,195,058	2,192,968	2,190,882	2,188,797	2,186,714
on Clinical Op Cost acant Space Op Cost	26,859,158		26,979,496						2,207,630 159,455				2,199,240 177,548 0				2,190,882 205,072 0	2,188,797 221,275 0	2,186,714 242,857 0
utpatient Op Cost on Clinical Op Cost acant Space Op Cost avings/Cost/Profit	26,859,158 1,883,157	1,881,365	26,979,496 1,879,575	1,877,787	1,876,000	2,213,944	2,211,836	2,209,732	2,207,630	2,205,530	2,203,432	2,201,335		2,197,147	2,195,058	2,192,968			
utpatient Op Cost on Clinical Op Cost acant Space Op Cost avings/Cost/Profit ecurring Savings	26,859,158 1,883,157 220,677	1,881,365 215,782 0	26,979,496 1,879,575	1,877,787	1,876,000	2,213,944 88,457 0	2,211,836	2,209,732	2,207,630 159,455	2,205,530	2,203,432	2,201,335	177,548 0	2,197,147	2,195,058	2,192,968 234,468 0	205,072 0	221,275 0	
utpatient Op Cost on Clinical Op Cost acant Space Op Cost avings/Cost/Profit ecurring Savings	26,859,158 1,883,157	1,881,365 215,782 0	26,979,496 1,879,575	1,877,787	1,876,000	2,213,944	2,211,836	2,209,732	2,207,630 159,455	2,205,530	2,203,432	2,201,335		2,197,147	2,195,058	2,192,968			
utpatient Op Cost on Clinical Op Cost acant Space Op Cost avings/Cost/Profit ecurring Savings avings/Cost/Profit	26,859,158 1,883,157 220,677	1,881,365 215,782 0	26,979,496 1,879,575	1,877,787	1,876,000	2,213,944 88,457 0	2,211,836	2,209,732	2,207,630 159,455	2,205,530	2,203,432	2,201,335	177,548 0	2,197,147	2,195,058	2,192,968 234,468 0	205,072 0	221,275 0	
utpatient Op Cost on Clinical Op Cost acant Space Op Cost avings/Cost/Profit ecurring Savings avings/Cost/Profit on Recurring Costs	26,859,158 1,883,157 220,677	1,881,365 215,782 0	26,979,496 1,879,575	1,877,787	1,876,000 1,729 0	2,213,944 88,457 0	2,211,836	2,209,732	2,207,630 159,455	2,205,530	2,203,432	2,201,335	177,548 0	2,197,147	2,195,058	2,192,968 234,468 0	205,072 0	221,275 0	
outpatient Op Cost Ion Clinical Op Cost Ion Clinical Op Cost Ioacant Space Op Cost Ioavings/Cost/Profit Ioavings/Cost/Profit Ion Recurring Costs Ioavings/Cost/Profit Ion Recurring Costs Ioavings/Cost/Profit	26,859,158 1,883,157 220,677 0	1,881,365 215,782 0 0 0 2005	26,979,496 1,879,575 212,370 0	1,877,787 116,946 0	1,876,000 1,729 0 0 2008 12,690,210	2,213,944 88,457 0 0 2009 6,867,283	2,211,836 104,874 0	2,209,732 129,937 0	2,207,630 159,455 12,478,535 0 2012	2,205,530 161,719 0	2,203,432 168,307 0	2,201,335 194,639 0	177,548 0 0 2016	2,197,147 196,853 0	2,195,058 215,524 0	2,192,968 234,468 0 0 2019	205,072 0	221,275	242,857 0 0
outpatient Op Cost Ion Clinical Op Cost Ion Clinical Op Cost Ioacant Space Op Cost Ioavings/Cost/Profit Ioavings/Cost/Profit Ion Recurring Costs Iew Construction Ienovate	26,859,158 1,883,157 220,677 0 0 2004 814,262	1,881,365 215,782 0 0 0 2005 0 0	26,979,496 1,879,575 212,370 0	1,877,787 116,946 0	1,876,000 1,729 0	2,213,944 88,457 0	2,211,836 104,874 0	2,209,732 129,937 0	2,207,630 159,455 12,478,535	2,205,530 161,719 0	2,203,432 168,307 0	2,201,335 194,639 0	177,548 0 0 2016 0	2,197,147 196,853 0 0 2017 0 0	2,195,058 215,524 0	2,192,968 234,468 0 0 0 2019 0 0	205,072 0	221,275 0 0 2021 0 0	242,857 0 0
Outpatient Op Cost Ion Clinical Op Cost Ion Clinical Op Cost Iorac Inical Op Cost Iorac Io	26,859,158 1,883,157 220,677 0	1,881,365 215,782 0 0 2005 0 0 0	26,979,496 1,879,575 212,370 0	1,877,787 116,946 0 0 2007 0 0 0	1,876,000 1,729 0 0 2008 12,690,210 581,494	2,213,944 88,457 0 0 2009 6,867,283 571,535 0	2,211,836 104,874 0	2,209,732 129,937 0	2,207,630 159,455 12,478,535 0 2012 0 2,776,531	2,205,530 161,719 0 0 2013 0 0	2,203,432 168,307 0	2,201,335 194,639 0	177,548 0 0 2016	2,197,147 196,853 0 0 2017 0 0	2,195,058 215,524 0	2,192,968 234,468 0 0 2019	205,072 0	221,275 0	242,857 0 0 0 2022 0 0 0
utpatient Op Cost on Clinical Op Cost acant Space Op Cost avings/Cost/Profit ecurring Savings avings/Cost/Profit on Recurring Costs ew Construction enovate eases	26,859,158 1,883,157 220,677 0 0 2004 2004 814,262	1,881,365 215,782 0 0 2005 0 0 0	26,979,496 1,879,575 212,370 0	1,877,787 116,946 0	1,876,000 1,729 0 0 2008 12,690,210	2,213,944 88,457 0 0 2009 6,867,283	2,211,836 104,874 0	2,209,732 129,937 0	2,207,630 159,455 12,478,535 0 2012	2,205,530 161,719 0 0 2013 0 0	2,203,432 168,307 0	2,201,335 194,639 0	177,548 0 0 2016 0 0	2,197,147 196,853 0 0 2017 0 0	2,195,058 215,524 0	2,192,968 234,468 0 0 2019 0 0 0	205,072 0	221,275 0 0 0 2021 0 0	242,857 0 0
utpatient Op Cost on Clinical Op Cost acant Space Op Cost avings/Cost/Profit ecurring Savings avings/Cost/Profit on Recurring Costs ew Construction enovate eases acant Space Demolition on Recurring Revenue	26,859,158 1,883,157 220,677 0 0 2004 0 814,262	1,881,365 215,782 0 0 0 2005 0 0 0 0	26,979,496 1,879,575 212,370 0	1,877,787 116,946 0 0 2007 0 0 0	1,876,000 1,729 0 0 2008 12,690,210 581,494 0 10,530	2,213,944 88,457 0 0 2009 6,867,283 571,535 0 1,110,943	2,211,836 104,874 0	2,209,732 129,937 0	2,207,630 159,455 12,478,535 0 2012 0 2,776,531 0 72,749	2,205,530 161,719 0 0 2013 0 0 0	2,203,432 168,307 0 0 2014 0 0 0 0	2,201,335 194,639 0 0 2015 0 0 0	177,548 0 0 2016 0 0 0	2,197,147 196,853 0 0 2017 0 0 0	2,195,058 215,524 0	2,192,968 234,468 0 0 2019 0 0 0 0	205,072 0 0 2020 0 0 0 0	221,275 0 0 2021 0 0 0 0	242,857 0 0 0 2022 0 0 0
utpatient Op Cost on Clinical Op Cost on Clinical Op Cost cant Space Op Cost livings/Cost/Profit on Recurring Costs on Recurring Costs over Construction on Cost on Co	26,859,158 1,883,157 220,677 0 0 2004 2004 814,262	1,881,365 215,782 0 0 0 2005 0 0 0 0	26,979,496 1,879,575 212,370 0	1,877,787 116,946 0 0 2007 0 0 0	1,876,000 1,729 0 0 2008 12,690,210 581,494	2,213,944 88,457 0 0 2009 6,867,283 571,535 0 1,110,943	2,211,836 104,874 0	2,209,732 129,937 0	2,207,630 159,455 12,478,535 0 2012 0 2,776,531	2,205,530 161,719 0 0 2013 0 0 0	2,203,432 168,307 0	2,201,335 194,639 0 0 2015 0 0 0	177,548 0 0 2016 0 0	2,197,147 196,853 0 0 2017 0 0 0	2,195,058 215,524 0	2,192,968 234,468 0 0 2019 0 0 0	205,072 0	221,275 0 0 0 2021 0 0	242,857 0 0 0 2022 0 0 0

VISN 20 Realignment White City Nov 20 03.xls - Step 5, 100% contract

Receiving Medford	NONE																		
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Recurring Costs																			
Inpatient Op Cos	st																		
Outpatient Op Cos	st																		
Other Categories	s																		
Savings/Costs/Profits	s																		
Non-recurring costs																			
New Construction	n																		
Renovation	n																		
Leases	s																		
Othe	r																		
Savings/Costs/Profits	s																		

Alternative #1						VISN 20) Realign	ment Wh	te City N	ov 20 03.)	xls - Step	5, Alt 1 d	costs							
Recurring Costs	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
Inpatient Op Cost	22,656,891	22,645,718	0			٥	0	0	0	0	0	0	0	0	0	0			n 0	45,302,609
	17,716,246	17,239,654	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	
Outpatient Op Cost			0	0	0	0	0	v	0	0	0	0	0	0	0	0	0		0	34,955,900
Non Clinical Op Cost	3,646,104	3,642,635	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	7,288,739
Vacant Space Op Cost	2,751,464	2,701,973	0	0	0	0	0	0	0	0	0	-	0	0	0	0	0		0	5,453,437
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	() 0	0
																				93,000,685
Recurring Savings Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(0	0 93,000,685
Other Rec Savings/Costs																				
?																				
?																				
?																				
•		U	U			L L			J.					L L					1	.!!
Non-recurring costs																				
New Construction	n	n	n	n	Λ	n	n	n	n	n	Λ	n	n	Ω	n	Λ	n	() 0	0
Renovate	n	0	0	0	0	n	n	n	n	n	0	0	n	0	n	0	n	,	<u> </u>	0
Leases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
Vacant Space Demolition	0	0	6,663,165	1 0	0	0	0	0	0	0	0	0	0	0	0	0	0	,) 0	6,663,165
vacant Space Demontion	. 0	U	0,000,100	1 0	. 0	U	0	0	U	ı o	U	U		U	U	U		1	1 0	6,663,165
Non Recurring Revenue Savings/Cost/Profit	0	0	0	2,484,593	0	0	0	0	0	0	0	0	0	0	0	0	0	(0	2,484,593
																		•		4,178,572
Other Non-Rec Savings/Costs																				
?																				
?																				
?																				
	l l					l l				l!							l		I	ļ
Receiving Facility # American	Lake 2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
Recurring Costs																				
Inpatient Op Cost	23,175,175	23,193,626	60,510,692	60,477,668	60,439,142	60,389,247	60,334,387	60,270,064	60,177,671	60,075,536	59,982,473	59,894,145	59,815,641	59,743,624	59,662,793	59,594,563	59,512,264	59,426,827	59,340,946	1,066,016,484
Outpatient Op Cost	39,382,462	38,732,158	38,335,073	38,771,883	38,424,053	38,545,788	39,830,071	39,880,973	39,052,047	38,887,445	38,784,248	38,740,315	38,634,270	38,244,692	38,033,954	37,294,158	37,150,064	36,646,505	35,978,354	729,348,513
Non Clinical Op Cost	2,926,224	2,923,440	2,920,658	2,917,879	2,915,102	2,912,329	2,909,559	2,906,790	2,904,024	2,901,261	2,898,500	2,895,742	2,892,987	2,890,234	2,887,485	2,884,737	2,881,993	2,879,250	2,876,511	55,124,705
Vacant Space Op Cost	231,515	105,619	91,409	76,322	71,009	65,785	67,704	55,972	66,896	55,053	50,525	53,593	56,051	51,519	46,926	49,285	57,621	50,506	44,429	1,347,739
Savings/Cost/Profit	3,572,124	412,067	6,705,383	6,495,037	6,291,289	6,093,934	5,902,769	5,717,601	5,538,242	5,364,509	5,196,226	5,033,222	4,875,331	4,722,393	4,574,253	4,430,760	4,291,769	4,157,137		93,400,775
Savings/Cost/Profit	3,572,124	412,067	0,700,000	0,400,001	0,201,200	0,000,004	0,002,700	0,717,001	0,000,242	0,004,000	0,100,220	0,000,222	4,070,001	4,722,000	4,074,200	4,400,700	4,201,700	4,107,107	4,020,720	3,984,191
Savings/Cost/Front	3,372,124	412,007		l		l l				l l							l	l .	l	
Beautring Covings																				1,855,821,632
Recurring Savings Savings/Cost/Profit	0	0	0	0		٥	0	0	0	١	0	0	0	0	0	0	0		n	0
Savings/Cost/Front	U	U	U		U	U	0	U	U	U	U	U	U	U	U	Ų		1	<u> </u>	-
N																				1,855,821,632
Non Recurring Costs																				
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
New Construction	7,337,076	35,174,053	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(0	42,511,129
Renovate	3,208,986	6,923,312	3,684,384	2,526,142	. 0	0	70,545	0	0	0	0	0	0	0	0	0	0		0	16,413,369
Leases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(0	0
Vacant Space Demolition	0	0	0	18,797	0	0	830,731	0	0	0	0	0	0	0	0	0	0	(0	849,528
																				59,774,026
Non Recurring Revenue																				
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	ol	0	0		0	0
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(0	0 59,774,026
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(0	-
Savings/Cost/Profit Receiving Facility Roseburg]		· ·			2009	2010	<u> </u>	2012	2013	-		2016	2017	2018	2019	<u> </u>			-
Receiving Facility Roseburg	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	-
Receiving Facility Roseburg Recurring Costs	2004	2005	2006	2007	2008			2011			2014	2015					2020	2021	2022	59,774,026
Receiving Facility Roseburg Recurring Costs Inpatient Op Cost	2004	2005	2006	2007	2008	30,206,002	29,981,141	2011	29,404,416	28,602,374	2014	2015	27,747,379	27,554,516	27,361,744	27,174,651	2020	2021	2022	59,774,026 550,214,818
Receiving Facility Roseburg Recurring Costs Inpatient Op Cost Outpatient Op Cost	2004 31,297,461 26,859,158	2005 31,270,807 26,970,488	2006 31,190,049 26,979,496	2007 31,088,119 26,935,850	2008 30,936,424 26,815,649			2011	29,404,416 23,157,063	28,602,374 22,866,247	2014 28,289,729 21,609,515	2015 28,006,313 21,210,620	27,747,379 20,937,543	27,554,516 20,602,087	27,361,744 20,267,798		2020	2021 26,781,778 19,393,828	2022 3 26,593,901 3 18,985,613	59,774,026 550,214,818 434,481,686
Receiving Facility Roseburg Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost	2004 31,297,461 26,859,158 1,883,157	2005 31,270,807 26,970,488 1,881,365	2006 31,190,049 26,979,496 1,879,575	2007 31,088,119 26,935,850 1,877,787	2008 30,936,424 26,815,649 1,876,000	30,206,002 24,013,155 2,213,944	29,981,141 23,766,937 2,211,836	2011 29,750,388 23,492,851 2,209,732	29,404,416 23,157,063 2,207,630	28,602,374 22,866,247 2,205,530	2014 28,289,729 21,609,515 2,203,432	2015 28,006,313 21,210,620 2,201,335	27,747,379 20,937,543 2,199,240	27,554,516 20,602,087 2,197,147	27,361,744 20,267,798 2,195,058	27,174,651 19,916,257 2,192,968	2020 26,977,626 19,701,531 2,190,882	2021 26,781,778 19,393,828 2,188,797	2022 26,593,901 18,985,613 2,186,714	59,774,026 550,214,818 434,481,686 40,202,129
Receiving Facility Roseburg Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost	2004 31,297,461 26,859,158	2005 31,270,807 26,970,488	2006 31,190,049 26,979,496	2007 31,088,119 26,935,850 1,877,787	2008 30,936,424 26,815,649 1,876,000	30,206,002 24,013,155	29,981,141 23,766,937	2011 29,750,388 23,492,851 2,209,732 129,937	29,404,416 23,157,063 2,207,630 159,455	28,602,374 22,866,247	2014 28,289,729 21,609,515	2015 28,006,313 21,210,620	27,747,379 20,937,543	27,554,516 20,602,087	27,361,744 20,267,798	27,174,651	2020 26,977,626 19,701,531 2,190,882	2021 26,781,778 19,393,828	2022 26,593,901 18,985,613 2,186,714	59,774,026 550,214,818 434,481,686 40,202,129 3,268,489
Receiving Facility Roseburg Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost	2004 31,297,461 26,859,158 1,883,157	2005 31,270,807 26,970,488 1,881,365	2006 31,190,049 26,979,496 1,879,575	2007 31,088,119 26,935,850 1,877,787	2008 30,936,424 26,815,649 1,876,000	30,206,002 24,013,155 2,213,944	29,981,141 23,766,937 2,211,836	2011 29,750,388 23,492,851 2,209,732 129,937	29,404,416 23,157,063 2,207,630	28,602,374 22,866,247 2,205,530	2014 28,289,729 21,609,515 2,203,432	2015 28,006,313 21,210,620 2,201,335	27,747,379 20,937,543 2,199,240	27,554,516 20,602,087 2,197,147	27,361,744 20,267,798 2,195,058	27,174,651 19,916,257 2,192,968	2020 26,977,626 19,701,531 2,190,882	2021 26,781,778 19,393,828 2,188,797	2022 26,593,901 18,985,613 2,186,714	59,774,026 550,214,818 434,481,686 40,202,129 3,268,489 12,478,535
Receiving Facility Roseburg Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit	2004 31,297,461 26,859,158 1,883,157	2005 31,270,807 26,970,488 1,881,365	2006 31,190,049 26,979,496 1,879,575	2007 31,088,119 26,935,850 1,877,787	2008 30,936,424 26,815,649 1,876,000	30,206,002 24,013,155 2,213,944	29,981,141 23,766,937 2,211,836	2011 29,750,388 23,492,851 2,209,732 129,937	29,404,416 23,157,063 2,207,630 159,455	28,602,374 22,866,247 2,205,530	2014 28,289,729 21,609,515 2,203,432	2015 28,006,313 21,210,620 2,201,335	27,747,379 20,937,543 2,199,240	27,554,516 20,602,087 2,197,147	27,361,744 20,267,798 2,195,058	27,174,651 19,916,257 2,192,968	2020 26,977,626 19,701,531 2,190,882	2021 26,781,778 19,393,828 2,188,797	2022 26,593,901 18,985,613 2,186,714	59,774,026 550,214,818 434,481,686 40,202,129 3,268,489
Receiving Facility Roseburg Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings	2004 31,297,461 26,859,158 1,883,157 220,677	2005 31,270,807 26,970,488 1,881,365 215,782	2006 31,190,049 26,979,496 1,879,575 212,370	2007 31,088,119 26,935,850 1,877,787 116,946	2008 30,936,424 26,815,649 1,876,000 1,729	30,206,002 24,013,155 2,213,944 88,457 0	29,981,141 23,766,937 2,211,836 104,874 0	2011 29,750,388 23,492,851 2,209,732 129,937 0	29,404,416 23,157,063 2,207,630 159,455 12,478,535	28,602,374 22,866,247 2,205,530 161,719	2014 28,289,729 21,609,515 2,203,432 168,307 0	2015 28,006,313 21,210,620 2,201,335 194,639	27,747,379 20,937,543 2,199,240 177,548	27,554,516 20,602,087 2,197,147 196,853 0	27,361,744 20,267,798 2,195,058 215,524 0	27,174,651 19,916,257 2,192,968 234,468 0	2020 26,977,626 19,701,531 2,190,882 205,072	2021 26,781,778 19,393,828 2,188,797 221,278	2022 26,593,901 18,985,613 2,186,714 242,857 0	59,774,026 550,214,818 434,481,686 40,202,129 3,268,489 12,478,535 1,040,645,657
Receiving Facility Roseburg Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit	2004 31,297,461 26,859,158 1,883,157	2005 31,270,807 26,970,488 1,881,365	2006 31,190,049 26,979,496 1,879,575 212,370	2007 31,088,119 26,935,850 1,877,787 116,946	2008 30,936,424 26,815,649 1,876,000 1,729	30,206,002 24,013,155 2,213,944 88,457 0	29,981,141 23,766,937 2,211,836	2011 29,750,388 23,492,851 2,209,732 129,937 0	29,404,416 23,157,063 2,207,630 159,455 12,478,535	28,602,374 22,866,247 2,205,530 161,719	2014 28,289,729 21,609,515 2,203,432 168,307 0	2015 28,006,313 21,210,620 2,201,335 194,639	27,747,379 20,937,543 2,199,240 177,548	27,554,516 20,602,087 2,197,147 196,853 0	27,361,744 20,267,798 2,195,058 215,524 0	27,174,651 19,916,257 2,192,968 234,468 0	2020 26,977,626 19,701,531 2,190,882 205,072	2021 26,781,778 19,393,828 2,188,797 221,278	2022 26,593,901 18,985,613 2,186,714 242,857 0	59,774,026 550,214,818 434,481,686 40,202,129 3,268,489 12,478,535 1,040,645,657
Receiving Facility Roseburg Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit	2004 31,297,461 26,859,158 1,883,157 220,677	2005 31,270,807 26,970,488 1,881,365 215,782	2006 31,190,049 26,979,496 1,879,575 212,370	2007 31,088,119 26,935,850 1,877,787 116,946	2008 30,936,424 26,815,649 1,876,000 1,729	30,206,002 24,013,155 2,213,944 88,457 0	29,981,141 23,766,937 2,211,836 104,874 0	2011 29,750,388 23,492,851 2,209,732 129,937 0	29,404,416 23,157,063 2,207,630 159,455 12,478,535	28,602,374 22,866,247 2,205,530 161,719	2014 28,289,729 21,609,515 2,203,432 168,307 0	2015 28,006,313 21,210,620 2,201,335 194,639	27,747,379 20,937,543 2,199,240 177,548	27,554,516 20,602,087 2,197,147 196,853 0	27,361,744 20,267,798 2,195,058 215,524 0	27,174,651 19,916,257 2,192,968 234,468 0	2020 26,977,626 19,701,531 2,190,882 205,072	2021 26,781,778 19,393,828 2,188,797 221,278	2022 26,593,901 18,985,613 2,186,714 242,857 0	59,774,026 550,214,818 434,481,686 40,202,129 3,268,489 12,478,535 1,040,645,657
Receiving Facility Roseburg Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings	2004 31,297,461 26,859,158 1,883,157 220,677	2005 31,270,807 26,970,488 1,881,365 215,782 0	2006 31,190,049 26,979,496 1,879,575 212,370	2007 31,088,119 26,935,850 1,877,787 116,946	2008 30,936,424 26,815,649 1,876,000 1,729	30,206,002 24,013,155 2,213,944 88,457 0	29,981,141 23,766,937 2,211,836 104,874 0	2011 29,750,388 23,492,851 2,209,732 129,937 0	29,404,416 23,157,063 2,207,630 159,455 12,478,535	28,602,374 22,866,247 2,205,530 161,719	2014 28,289,729 21,609,515 2,203,432 168,307 0	2015 28,006,313 21,210,620 2,201,335 194,639	27,747,379 20,937,543 2,199,240 177,548	27,554,516 20,602,087 2,197,147 196,853 0	27,361,744 20,267,798 2,195,058 215,524 0	27,174,651 19,916,257 2,192,968 234,468 0	2020 26,977,626 19,701,531 2,190,882 205,072	2021 26,781,778 19,393,828 2,188,797 221,278	2022 26,593,901 18,985,613 2,186,714 242,857 0	59,774,026 550,214,818 434,481,686 40,202,129 3,268,489 12,478,535 1,040,645,657
Receiving Facility Roseburg Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit	2004 31,297,461 26,859,158 1,883,157 220,677	2005 31,270,807 26,970,488 1,881,365 215,782 0	2006 31,190,049 26,979,496 1,879,575 212,370	2007 31,088,119 26,935,850 1,877,787 116,946	2008 30,936,424 26,815,649 1,876,000 1,729	30,206,002 24,013,155 2,213,944 88,457 0	29,981,141 23,766,937 2,211,836 104,874 0	2011 29,750,388 23,492,851 2,209,732 129,937 0	29,404,416 23,157,063 2,207,630 159,455 12,478,535	28,602,374 22,866,247 2,205,530 161,719	2014 28,289,729 21,609,515 2,203,432 168,307 0	2015 28,006,313 21,210,620 2,201,335 194,639	27,747,379 20,937,543 2,199,240 177,548	27,554,516 20,602,087 2,197,147 196,853 0	27,361,744 20,267,798 2,195,058 215,524 0	27,174,651 19,916,257 2,192,968 234,468 0	2020 26,977,626 19,701,531 2,190,882 205,072	2021 26,781,778 19,393,828 2,188,797 221,278	2022 26,593,901 18,985,613 2,186,714 242,857 0	59,774,026 550,214,818 434,481,686 40,202,129 3,268,489 12,478,535 1,040,645,657
Receiving Facility Roseburg Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs	2004 31,297,461 26,859,158 1,883,157 220,677 0	2005 31,270,807 26,970,488 1,881,365 215,782 0	2006 31,190,049 26,979,496 1,879,575 212,370	2007 31,088,119 26,935,850 1,877,787 116,946 0	2008 30,936,424 26,815,649 1,876,000 1,729 0	30,206,002 24,013,155 2,213,944 88,457 0	29,981,141 23,766,937 2,211,836 104,874 0	2011 29,750,388 23,492,851 2,209,732 129,937 0	29,404,416 23,157,063 2,207,630 159,455 12,478,535	28,602,374 22,866,247 2,205,530 161,719 0	2014 28,289,729 21,609,515 2,203,432 168,307 0	2015 28,006,313 21,210,620 2,201,335 194,639 0	27,747,379 20,937,543 2,199,240 177,548 0	27,554,516 20,602,087 2,197,147 196,853 0	27,361,744 20,267,798 2,195,058 215,524 0	27,174,651 19,916,257 2,192,968 234,468 0	2020 26,977,626 19,701,531 2,190,882 205,072 0	2021 26,781,778 19,393,828 2,188,797 221,275	2022 26,593,901 18,985,613 2,186,714 242,857 0	59,774,026 550,214,818 434,481,686 40,202,129 3,268,489 12,478,535 1,040,645,657 0 1,040,645,657
Receiving Facility Roseburg Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs New Construction	2004 31,297,461 26,859,158 1,883,157 220,677 0	2005 31,270,807 26,970,488 1,881,365 215,782 0	2006 31,190,049 26,979,496 1,879,575 212,370	2007 31,088,119 26,935,850 1,877,787 116,946 0	2008 30,936,424 26,815,649 1,876,000 1,729 0 0 2008 12,690,210	30,206,002 24,013,155 2,213,944 88,457 0 0 2009 6,867,283	29,981,141 23,766,937 2,211,836 104,874 0	2011 29,750,388 23,492,851 2,209,732 129,937 0 0 2011 0	29,404,416 23,157,063 2,207,630 159,455 12,478,535 0 2012	28,602,374 22,866,247 2,205,530 161,719 0	2014 28,289,729 21,609,515 2,203,432 168,307 0	2015 28,006,313 21,210,620 2,201,335 194,639 0	27,747,379 20,937,543 2,199,240 177,548 0	27,554,516 20,602,087 2,197,147 196,853 0	27,361,744 20,267,798 2,195,058 215,524 0	27,174,651 19,916,257 2,192,968 234,468 0	2020 26,977,626 19,701,531 2,190,882 205,072 0	2021 26,781,778 19,393,828 2,188,797 221,275	2022 26,593,901 18,985,613 2,186,714 242,857 0	59,774,026 550,214,818 434,481,686 40,202,129 3,268,489 12,478,535 1,040,645,657 0 1,040,645,657
Receiving Facility Roseburg Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs New Construction Renovate	2004 31,297,461 26,859,158 1,883,157 220,677 0	2005 31,270,807 26,970,488 1,881,365 215,782 0	2006 31,190,049 26,979,496 1,879,575 212,370	2007 31,088,119 26,935,850 1,877,787 116,946 0	2008 30,936,424 26,815,649 1,876,000 1,729 0	30,206,002 24,013,155 2,213,944 88,457 0	29,981,141 23,766,937 2,211,836 104,874 0	2011 29,750,388 23,492,851 2,209,732 129,937 0	29,404,416 23,157,063 2,207,630 159,455 12,478,535	28,602,374 22,866,247 2,205,530 161,719 0	2014 28,289,729 21,609,515 2,203,432 168,307 0	2015 28,006,313 21,210,620 2,201,335 194,639 0	27,747,379 20,937,543 2,199,240 177,548 0	27,554,516 20,602,087 2,197,147 196,853 0	27,361,744 20,267,798 2,195,058 215,524 0	27,174,651 19,916,257 2,192,968 234,468 0	2020 26,977,626 19,701,531 2,190,882 205,072 0	2021 26,781,778 19,393,828 2,188,797 221,275	2022 26,593,901 18,985,613 2,186,714 242,857 0	59,774,026 550,214,818 434,481,686 40,202,129 3,268,489 12,478,535 1,040,645,657 0 1,040,645,657
Receiving Facility Roseburg Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs New Construction Renovate Leases	2004 31,297,461 26,859,158 1,883,157 220,677 0	2005 31,270,807 26,970,488 1,881,365 215,782 0	2006 31,190,049 26,979,496 1,879,575 212,370	2007 31,088,119 26,935,850 1,877,787 116,946 0 0 2007 0 0 0	2008 30,936,424 26,815,649 1,876,000 1,729 0 0 2008 12,690,210 581,494 0	30,206,002 24,013,155 2,213,944 88,457 0 0 2009 6,867,283 571,535	29,981,141 23,766,937 2,211,836 104,874 0	2011 29,750,388 23,492,851 2,209,732 129,937 0 0 2011 0 0	29,404,416 23,157,063 2,207,630 159,455 12,478,535 0 2012 0 2,776,531	28,602,374 22,866,247 2,205,530 161,719 0 0 2013 0 0	2014 28,289,729 21,609,515 2,203,432 168,307 0	2015 28,006,313 21,210,620 2,201,335 194,639 0	27,747,379 20,937,543 2,199,240 177,548 0	27,554,516 20,602,087 2,197,147 196,853 0	27,361,744 20,267,798 2,195,058 215,524 0	27,174,651 19,916,257 2,192,968 234,468 0	2020 26,977,626 19,701,531 2,190,882 205,072 0	2021 26,781,778 19,393,828 2,188,797 221,275	2022 3 26,593,901 18,985,613 7 2,186,714 242,857 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	59,774,026 550,214,818 434,481,686 40,202,129 3,268,489 12,478,535 1,040,645,657 0 1,040,645,657 19,557,493 4,743,822 0
Receiving Facility Roseburg Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs New Construction Renovate	2004 31,297,461 26,859,158 1,883,157 220,677 0	2005 31,270,807 26,970,488 1,881,365 215,782 0	2006 31,190,049 26,979,496 1,879,575 212,370	2007 31,088,119 26,935,850 1,877,787 116,946 0	2008 30,936,424 26,815,649 1,876,000 1,729 0 0 2008 12,690,210 581,494 0	30,206,002 24,013,155 2,213,944 88,457 0 0 2009 6,867,283	29,981,141 23,766,937 2,211,836 104,874 0	2011 29,750,388 23,492,851 2,209,732 129,937 0 0 2011 0 0	29,404,416 23,157,063 2,207,630 159,455 12,478,535 0 2012	28,602,374 22,866,247 2,205,530 161,719 0 0 2013 0 0	2014 28,289,729 21,609,515 2,203,432 168,307 0	2015 28,006,313 21,210,620 2,201,335 194,639 0	27,747,379 20,937,543 2,199,240 177,548 0	27,554,516 20,602,087 2,197,147 196,853 0	27,361,744 20,267,798 2,195,058 215,524 0	27,174,651 19,916,257 2,192,968 234,468 0	2020 26,977,626 19,701,531 2,190,882 205,072 0	2021 26,781,778 19,393,828 2,188,797 221,275	2022 26,593,901 18,985,613 2,186,714 242,857 0	59,774,026 550,214,818 434,481,686 40,202,129 3,268,489 12,478,535 1,040,645,657 0 1,040,645,657 19,557,493 4,743,822 0
Receiving Facility Roseburg Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs New Construction Renovate Leases Vacant Space Demolition	2004 31,297,461 26,859,158 1,883,157 220,677 0	2005 31,270,807 26,970,488 1,881,365 215,782 0	2006 31,190,049 26,979,496 1,879,575 212,370	2007 31,088,119 26,935,850 1,877,787 116,946 0 0 2007 0 0 0	2008 30,936,424 26,815,649 1,876,000 1,729 0 0 2008 12,690,210 581,494 0	30,206,002 24,013,155 2,213,944 88,457 0 0 2009 6,867,283 571,535	29,981,141 23,766,937 2,211,836 104,874 0	2011 29,750,388 23,492,851 2,209,732 129,937 0 0 2011 0 0	29,404,416 23,157,063 2,207,630 159,455 12,478,535 0 2012 0 2,776,531	28,602,374 22,866,247 2,205,530 161,719 0 0 2013 0 0	2014 28,289,729 21,609,515 2,203,432 168,307 0	2015 28,006,313 21,210,620 2,201,335 194,639 0	27,747,379 20,937,543 2,199,240 177,548 0	27,554,516 20,602,087 2,197,147 196,853 0	27,361,744 20,267,798 2,195,058 215,524 0	27,174,651 19,916,257 2,192,968 234,468 0	2020 26,977,626 19,701,531 2,190,882 205,072 0	2021 26,781,778 19,393,828 2,188,797 221,275	2022 3 26,593,901 18,985,613 7 2,186,714 242,857 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	59,774,026 550,214,818 434,481,686 40,202,129 3,268,489 12,478,535 1,040,645,657 1,040,645,657
Receiving Facility Roseburg Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs New Construction Renovate Leases	2004 31,297,461 26,859,158 1,883,157 220,677 0	2005 31,270,807 26,970,488 1,881,365 215,782 0	2006 31,190,049 26,979,496 1,879,575 212,370 0 2006 0 0 0 0 0 0	2007 31,088,119 26,935,850 1,877,787 116,946 0 0 2007 0 0 157,670	2008 30,936,424 26,815,649 1,876,000 1,729 0 2008 12,690,210 581,494 0 10,530	30,206,002 24,013,155 2,213,944 88,457 0 0 2009 6,867,283 571,535 0 1,110,943	29,981,141 23,766,937 2,211,836 104,874 0	2011 29,750,388 23,492,851 2,209,732 129,937 0 0 2011 0 0 0 0	29,404,416 23,157,063 2,207,630 159,455 12,478,535 0 2012 0 2,776,531 0,72,749	28,602,374 22,866,247 2,205,530 161,719 0 0 2013 0 0	2014 28,289,729 21,609,515 2,203,432 168,307 0	2015 28,006,313 21,210,620 2,201,335 194,639 0 0 2015 0 0 0 0	27,747,379 20,937,543 2,199,240 177,548 0	27,554,516 20,602,087 2,197,147 196,853 0	27,361,744 20,267,798 2,195,058 215,524 0	27,174,651 19,916,257 2,192,968 234,468 0	2020 26,977,626 19,701,531 2,190,882 205,072 0 0 2020 0 0 0 0 0	2021 26.781,776 19.393,826 2,188,797 221,275 (0	2022 3 26,593,901 18,985,613 7 2,186,714 242,857 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	59,774,026 550,214,818 434,481,686 40,202,129 3,268,489 12,478,535 1,040,645,657 0 1,040,645,657 19,557,493 4,743,822 0

Receiving Facility # Medford	2004	2005	2006	2007	2008	VISN 2	0 Realign	ment Wh	ite City N	ov 20 03.2	xls - Step 2014	5, Alt 1 c	osts 2016	2017	2018	2019	2020	2021	2022	
Recurring Costs																				
Recurring Costs																				
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
Inpatient Op Cost	779	778	1,910,960	1,907,401	1,903,849		1,872,689					1,715,145	1,687,859	1,667,442	1,648,018	1,628,519	1,611,575	1,589,585	1,569,351	29,797,508
Outpatient Op Cost	0	0	17,425,663	17,536,071	17,571,263	17,513,421	17,405,014	17,263,259	17,015,117	16,733,913	16,453,414	16,177,240	15,923,958	15,711,249	15,488,526	15,257,982	15,021,450	14,771,940	14,530,689	277,800,169
Non Clinical Op Cost	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	. 0
Vacant Space Op Cost	0	0	0	0	0	0	0	0	0	0	2,935	5,757	8,181	10,051	11,951	13,772	15,527	17,321	20,616	106,111
Savings/Cost/Profit	0	0	441,831	428,378	415,335	402,689	390,429	378,541	367,016	355,841	345,007	334,502	324,318	314,443	304,869	295,587	286,587	277,861	269,401	5,932,635
									•											313,636,423
Recurring Savings																				
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
•																				313,636,423
Non Recurring Costs																				
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
New Construction	0	16,532,612	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	16,532,612
Renovate	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	. 0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	•	•												•	•					16,532,612
Non Recurring Revenue																				
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	. 0
	•								•					•						16,532,612

Facility being Reviewed: White City

Recurring Costs						
Recurring Costs	2004	2005	2006	2007	2008	2009
Inpatient Op Cost	22,656,891	22,645,718	0	0	0	0
Outpatient Op Cost		17,239,654	0	0	0	0
Non Clinical Op Cost	3,646,104		0	0	0	0
Vacant Space Op Cost	2,751,464	2,701,973	0	0	0	0
Savings/Cost/Profit	2,731,404	2,701,373	0	0	0	0
Cavings/00st/11ont	<u> </u>	<u> </u>	<u></u>	<u> </u>	<u> </u>	<u> </u>
Recurring Savings						
Savings/Cost/Profit	0	0	0	0	0	0
Non Recurring Costs						
	2004	2005	2006	2007	2008	2009
New Construction	0	0	0	0	0	0
Renovate	0	0	0	0	0	0
Leases	0	0	0	0	0	0
Vacant Space Demolition	0	0	6,663,165	0	0	0
Non Beauting Bayonus						
Non Recurring Revenue	0	0	0	2,484,593	0	0
Savings/Cost/Profit	l d	U	υ	2,464,595	U	U
Receiving Facility 1: America	an Lake					
Resulting Sesis	2004	2005	2006	0007	0000	2000
I	I 2004 I	ZUUS I	2005 I	2007	2008	2009 I
Inpatient Op Cost				2007 60.477.668	2008 60.439.142	2009 60.389.247
Inpatient Op Cost Outpatient Op Cost	23,175,175	23,193,626	60,510,692	60,477,668	60,439,142	60,389,247
Outpatient Op Cost	23,175,175 39,382,462	23,193,626 38,732,158	60,510,692 38,335,073	60,477,668 38,771,883	60,439,142 38,424,053	60,389,247 38,545,788
Outpatient Op Cost Non Clinical Op Cost	23,175,175 39,382,462 2,926,224	23,193,626 38,732,158 2,923,440	60,510,692 38,335,073 2,920,658	60,477,668 38,771,883 2,917,879	60,439,142 38,424,053 2,915,102	60,389,247 38,545,788 2,912,329
Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost	23,175,175 39,382,462 2,926,224 231,515	23,193,626 38,732,158 2,923,440 105,619	60,510,692 38,335,073 2,920,658	60,477,668 38,771,883	60,439,142 38,424,053	60,389,247 38,545,788
Outpatient Op Cost Non Clinical Op Cost	23,175,175 39,382,462 2,926,224	23,193,626 38,732,158 2,923,440	60,510,692 38,335,073 2,920,658 91,409	60,477,668 38,771,883 2,917,879 63,471	60,439,142 38,424,053 2,915,102 58,378	60,389,247 38,545,788 2,912,329 53,370
Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost	23,175,175 39,382,462 2,926,224 231,515	23,193,626 38,732,158 2,923,440 105,619	60,510,692 38,335,073 2,920,658 91,409	60,477,668 38,771,883 2,917,879 63,471	60,439,142 38,424,053 2,915,102 58,378	60,389,247 38,545,788 2,912,329 53,370
Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit	23,175,175 39,382,462 2,926,224 231,515	23,193,626 38,732,158 2,923,440 105,619	60,510,692 38,335,073 2,920,658 91,409	60,477,668 38,771,883 2,917,879 63,471	60,439,142 38,424,053 2,915,102 58,378	60,389,247 38,545,788 2,912,329 53,370
Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit	23,175,175 39,382,462 2,926,224 231,515 3,572,124	23,193,626 38,732,158 2,923,440 105,619 2,234,890	60,510,692 38,335,073 2,920,658 91,409 0	60,477,668 38,771,883 2,917,879 63,471 0	60,439,142 38,424,053 2,915,102 58,378 0	60,389,247 38,545,788 2,912,329 53,370 0
Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings	23,175,175 39,382,462 2,926,224 231,515 3,572,124	23,193,626 38,732,158 2,923,440 105,619 2,234,890	60,510,692 38,335,073 2,920,658 91,409 0	60,477,668 38,771,883 2,917,879 63,471 0	60,439,142 38,424,053 2,915,102 58,378 0	60,389,247 38,545,788 2,912,329 53,370 0
Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs	23,175,175 39,382,462 2,926,224 231,515 3,572,124	23,193,626 38,732,158 2,923,440 105,619 2,234,890 0	60,510,692 38,335,073 2,920,658 91,409 0	60,477,668 38,771,883 2,917,879 63,471 0	60,439,142 38,424,053 2,915,102 58,378 0	60,389,247 38,545,788 2,912,329 53,370 0
Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs New Construction	23,175,175 39,382,462 2,926,224 231,515 3,572,124 0 2004 7,337,076	23,193,626 38,732,158 2,923,440 105,619 2,234,890 0 2005 49,891,230	60,510,692 38,335,073 2,920,658 91,409 0 2006	60,477,668 38,771,883 2,917,879 63,471 0	60,439,142 38,424,053 2,915,102 58,378 0 0 2008	60,389,247 38,545,788 2,912,329 53,370 0
Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs New Construction Renovate	23,175,175 39,382,462 2,926,224 231,515 3,572,124 0 2004 7,337,076 3,208,986	23,193,626 38,732,158 2,923,440 105,619 2,234,890 0 2005 49,891,230 6,923,312	60,510,692 38,335,073 2,920,658 91,409 0 0 2006 0 3,684,384	60,477,668 38,771,883 2,917,879 63,471 0 0 2007 0 2,526,142	60,439,142 38,424,053 2,915,102 58,378 0 0 2008 0	60,389,247 38,545,788 2,912,329 53,370 0 0 2009 0 0
Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs New Construction Renovate Leases	23,175,175 39,382,462 2,926,224 231,515 3,572,124 0 2004 7,337,076 3,208,986 0	23,193,626 38,732,158 2,923,440 105,619 2,234,890 0 2005 49,891,230 6,923,312 0	60,510,692 38,335,073 2,920,658 91,409 0 2006 0 3,684,384 0	60,477,668 38,771,883 2,917,879 63,471 0 0 2007 0 2,526,142 0	60,439,142 38,424,053 2,915,102 58,378 0 0 2008 0 0	60,389,247 38,545,788 2,912,329 53,370 0 0 2009 0 0
Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs New Construction Renovate	23,175,175 39,382,462 2,926,224 231,515 3,572,124 0 2004 7,337,076 3,208,986	23,193,626 38,732,158 2,923,440 105,619 2,234,890 0 2005 49,891,230 6,923,312	60,510,692 38,335,073 2,920,658 91,409 0 0 2006 0 3,684,384	60,477,668 38,771,883 2,917,879 63,471 0 0 2007 0 2,526,142	60,439,142 38,424,053 2,915,102 58,378 0 0 2008 0	60,389,247 38,545,788 2,912,329 53,370 0 0 2009 0 0
Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs New Construction Renovate Leases Vacant Space Demolition	23,175,175 39,382,462 2,926,224 231,515 3,572,124 0 2004 7,337,076 3,208,986 0	23,193,626 38,732,158 2,923,440 105,619 2,234,890 0 2005 49,891,230 6,923,312 0	60,510,692 38,335,073 2,920,658 91,409 0 2006 0 3,684,384 0	60,477,668 38,771,883 2,917,879 63,471 0 0 2007 0 2,526,142 0	60,439,142 38,424,053 2,915,102 58,378 0 0 2008 0 0	60,389,247 38,545,788 2,912,329 53,370 0 0 2009 0 0
Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs New Construction Renovate Leases Vacant Space Demolition Non Recurring Revenue	23,175,175 39,382,462 2,926,224 231,515 3,572,124 0 2004 7,337,076 3,208,986 0	23,193,626 38,732,158 2,923,440 105,619 2,234,890 0 2005 49,891,230 6,923,312 0	60,510,692 38,335,073 2,920,658 91,409 0 2006 0 3,684,384 0	60,477,668 38,771,883 2,917,879 63,471 0 2007 0 2,526,142 0 18,797	60,439,142 38,424,053 2,915,102 58,378 0 0 2008 0 0 0	60,389,247 38,545,788 2,912,329 53,370 0 0 2009 0 0 0
Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs New Construction Renovate Leases Vacant Space Demolition	23,175,175 39,382,462 2,926,224 231,515 3,572,124 0 2004 7,337,076 3,208,986 0	23,193,626 38,732,158 2,923,440 105,619 2,234,890 0 2005 49,891,230 6,923,312 0	60,510,692 38,335,073 2,920,658 91,409 0 2006 0 3,684,384 0	60,477,668 38,771,883 2,917,879 63,471 0 0 2007 0 2,526,142 0	60,439,142 38,424,053 2,915,102 58,378 0 0 2008 0 0	60,389,247 38,545,788 2,912,329 53,370 0 0 2009 0 0
Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs New Construction Renovate Leases Vacant Space Demolition Non Recurring Revenue Savings/Cost/Profit	23,175,175 39,382,462 2,926,224 231,515 3,572,124 0 2004 7,337,076 3,208,986 0	23,193,626 38,732,158 2,923,440 105,619 2,234,890 0 2005 49,891,230 6,923,312 0	60,510,692 38,335,073 2,920,658 91,409 0 2006 0 3,684,384 0	60,477,668 38,771,883 2,917,879 63,471 0 2007 0 2,526,142 0 18,797	60,439,142 38,424,053 2,915,102 58,378 0 0 2008 0 0 0	60,389,247 38,545,788 2,912,329 53,370 0 0 2009 0 0 0
Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs New Construction Renovate Leases Vacant Space Demolition Non Recurring Revenue Savings/Cost/Profit Receiving Facility 2: New Mo	23,175,175 39,382,462 2,926,224 231,515 3,572,124 0 2004 7,337,076 3,208,986 0	23,193,626 38,732,158 2,923,440 105,619 2,234,890 0 2005 49,891,230 6,923,312 0	60,510,692 38,335,073 2,920,658 91,409 0 2006 0 3,684,384 0	60,477,668 38,771,883 2,917,879 63,471 0 2007 0 2,526,142 0 18,797	60,439,142 38,424,053 2,915,102 58,378 0 0 2008 0 0 0	60,389,247 38,545,788 2,912,329 53,370 0 0 2009 0 0 0

Inpatient Op Cost	485	484	1,910,667	1,907,108	1,903,557	1,889,661
Outpatient Op Cost	0	0	17,425,663	17,536,071	17,571,263	17,513,421
Non Clinical Op Cost	0	0	0	0	0	0
Vacant Space Op Cost	0	0	0	0	0	0
Savings/Cost/Profit	0	4,557,056	441,831	428,378	415,335	402,689
Recurring Savings						
Savings/Cost/Profit	0	0	0	0	0	0
Non Recurring Costs						
	2004	2005	2006	2007	2008	2009
New Construction	0	16,532,612	0	0	0	0
Renovate	0	0	0	0	0	0
Leases	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0
1						<u> </u>
Non Recurring Revenue	1 0	0	٥	0	_	
Savings/Cost/Profit	0	0	0	0	0	0
Savings/Cost/Profit Receiving Facility 3: Rosebu	•	0	0	0	0	<u> </u>
Savings/Cost/Profit	•	2005	2006	2007	2008	2009
Savings/Cost/Profit Receiving Facility 3: Rosebu Recurring Costs	2004			2007	2008	
Savings/Cost/Profit Receiving Facility 3: Rosebu	2004 31,297,461	2005	2006 31,190,049	2007 31,088,119	2008 30,936,424	2009 30,206,002
Receiving Facility 3: Rosebu Recurring Costs Inpatient Op Cost	2004 31,297,461	2005 31,270,807	2006 31,190,049 26,979,496	2007 31,088,119 26,935,850	2008 30,936,424	2009 30,206,002
Receiving Facility 3: Rosebu Recurring Costs Inpatient Op Cost Outpatient Op Cost	2004 31,297,461 26,859,158	2005 31,270,807 26,970,488	2006 31,190,049 26,979,496	2007 31,088,119 26,935,850	2008 30,936,424 26,815,649	2009 30,206,002 24,013,155
Receiving Facility 3: Rosebu Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost	2004 31,297,461 26,859,158 1,883,157	2005 31,270,807 26,970,488 1,881,365	2006 31,190,049 26,979,496 1,879,575	2007 31,088,119 26,935,850 1,877,787	2008 30,936,424 26,815,649 1,876,000	2009 30,206,002 24,013,155 2,213,944
Receiving Facility 3: Rosebu Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit	2004 31,297,461 26,859,158 1,883,157 220,677	2005 31,270,807 26,970,488 1,881,365 215,782	2006 31,190,049 26,979,496 1,879,575 212,370	2007 31,088,119 26,935,850 1,877,787 116,946	2008 30,936,424 26,815,649 1,876,000 1,729	2009 30,206,002 24,013,155 2,213,944
Receiving Facility 3: Rosebu Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings	2004 31,297,461 26,859,158 1,883,157 220,677	2005 31,270,807 26,970,488 1,881,365 215,782	2006 31,190,049 26,979,496 1,879,575 212,370	2007 31,088,119 26,935,850 1,877,787 116,946	2008 30,936,424 26,815,649 1,876,000 1,729	2009 30,206,002 24,013,155 2,213,944
Receiving Facility 3: Rosebu Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit	2004 31,297,461 26,859,158 1,883,157 220,677	2005 31,270,807 26,970,488 1,881,365 215,782	2006 31,190,049 26,979,496 1,879,575 212,370	2007 31,088,119 26,935,850 1,877,787 116,946	2008 30,936,424 26,815,649 1,876,000 1,729	2009 30,206,002 24,013,155 2,213,944
Receiving Facility 3: Rosebu Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit	2004 31,297,461 26,859,158 1,883,157 220,677	2005 31,270,807 26,970,488 1,881,365 215,782 0	2006 31,190,049 26,979,496 1,879,575 212,370 0	2007 31,088,119 26,935,850 1,877,787 116,946 0	2008 30,936,424 26,815,649 1,876,000 1,729 0	2009 30,206,002 24,013,155 2,213,944 88,457 0
Receiving Facility 3: Rosebu Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings	2004 31,297,461 26,859,158 1,883,157 220,677 0	2005 31,270,807 26,970,488 1,881,365 215,782 0	2006 31,190,049 26,979,496 1,879,575 212,370 0	2007 31,088,119 26,935,850 1,877,787 116,946 0	2008 30,936,424 26,815,649 1,876,000 1,729 0	2009 30,206,002 24,013,155 2,213,944 88,457 0
Receiving Facility 3: Rosebu Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs	2004 31,297,461 26,859,158 1,883,157 220,677 0	2005 31,270,807 26,970,488 1,881,365 215,782 0	2006 31,190,049 26,979,496 1,879,575 212,370 0	2007 31,088,119 26,935,850 1,877,787 116,946 0	2008 30,936,424 26,815,649 1,876,000 1,729 0	2009 30,206,002 24,013,155 2,213,944 88,457 0
Receiving Facility 3: Rosebu Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs New Construction	2004 31,297,461 26,859,158 1,883,157 220,677 0	2005 31,270,807 26,970,488 1,881,365 215,782 0	2006 31,190,049 26,979,496 1,879,575 212,370 0	2007 31,088,119 26,935,850 1,877,787 116,946 0	2008 30,936,424 26,815,649 1,876,000 1,729 0	2009 30,206,002 24,013,155 2,213,944 88,457 0
Receiving Facility 3: Rosebu Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs	2004 31,297,461 26,859,158 1,883,157 220,677 0 2004 0 814,262	2005 31,270,807 26,970,488 1,881,365 215,782 0	2006 31,190,049 26,979,496 1,879,575 212,370 0	2007 31,088,119 26,935,850 1,877,787 116,946 0	2008 30,936,424 26,815,649 1,876,000 1,729 0 0 2008 12,690,210 581,494	2009 30,206,002 24,013,155 2,213,944 88,457 0
Receiving Facility 3: Rosebu Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs New Construction Renovate Leases	2004 31,297,461 26,859,158 1,883,157 220,677 0 2004 0 814,262	2005 31,270,807 26,970,488 1,881,365 215,782 0 0 2005 0 0	2006 31,190,049 26,979,496 1,879,575 212,370 0 2006 0	2007 31,088,119 26,935,850 1,877,787 116,946 0 2007 0 0	2008 30,936,424 26,815,649 1,876,000 1,729 0 0 2008 12,690,210 581,494	2009 30,206,002 24,013,155 2,213,944 88,457 0 0 2009 6,867,283 571,535 0
Receiving Facility 3: Rosebu Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs New Construction Renovate	2004 31,297,461 26,859,158 1,883,157 220,677 0 2004 0 814,262	2005 31,270,807 26,970,488 1,881,365 215,782 0	2006 31,190,049 26,979,496 1,879,575 212,370 0	2007 31,088,119 26,935,850 1,877,787 116,946 0	2008 30,936,424 26,815,649 1,876,000 1,729 0 0 2008 12,690,210 581,494	2009 30,206,002 24,013,155 2,213,944 88,457 0
Savings/Cost/Profit Receiving Facility 3: Rosebu Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs New Construction Renovate Leases Vacant Space Demolition	2004 31,297,461 26,859,158 1,883,157 220,677 0 2004 0 814,262	2005 31,270,807 26,970,488 1,881,365 215,782 0 0 2005 0 0	2006 31,190,049 26,979,496 1,879,575 212,370 0 2006 0	2007 31,088,119 26,935,850 1,877,787 116,946 0 2007 0 0	2008 30,936,424 26,815,649 1,876,000 1,729 0 0 2008 12,690,210 581,494	2009 30,206,002 24,013,155 2,213,944 88,457 0 0 2009 6,867,283 571,535 0
Receiving Facility 3: Rosebu Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs New Construction Renovate Leases Vacant Space Demolition Non Recurring Revenue	2004 31,297,461 26,859,158 1,883,157 220,677 0 2004 0 814,262 0	2005 31,270,807 26,970,488 1,881,365 215,782 0 0 2005 0 0	2006 31,190,049 26,979,496 1,879,575 212,370 0 2006 0 0	2007 31,088,119 26,935,850 1,877,787 116,946 0 0 2007 0 0 0 157,670	2008 30,936,424 26,815,649 1,876,000 1,729 0 0 2008 12,690,210 581,494 0 10,530	2009 30,206,002 24,013,155 2,213,944 88,457 0 2009 6,867,283 571,535 0 1,110,943
Savings/Cost/Profit Receiving Facility 3: Rosebu Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs New Construction Renovate Leases Vacant Space Demolition	2004 31,297,461 26,859,158 1,883,157 220,677 0 2004 0 814,262	2005 31,270,807 26,970,488 1,881,365 215,782 0 0 2005 0 0	2006 31,190,049 26,979,496 1,879,575 212,370 0 2006 0	2007 31,088,119 26,935,850 1,877,787 116,946 0 2007 0 0	2008 30,936,424 26,815,649 1,876,000 1,729 0 0 2008 12,690,210 581,494	2009 30,206,002 24,013,155 2,213,944 88,457 0 0 2009 6,867,283 571,535 0

2010	2011	2012	2013	2014	2015	2016	2017
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	
	U	U	U	U	U	U	0
2010	2011	2012	2013	2014	2015	2016	2017
2010	2011	2012	2013	2014	2013	2010	
0	0	0	0	0	0	0	
0	0	0	0	0	0	0	
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
2010	2011	2012	2013	2014	2015	2016	2017
2010 60,334,387	2011 60,270,064	2012 60,177,671	2013 60,075,536	2014 59,982,473	2015 59,894,145	2016 59,815,641	2017 59,743,624
60,334,387	60,270,064	60,177,671	60,075,536	2014 59,982,473 38,784,248	59,894,145	59,815,641	59,743,624
	60,270,064 39,880,973	60,177,671 39,052,047	60,075,536 38,887,445	59,982,473 38,784,248	59,894,145 38,740,315	59,815,641 38,634,270	59,743,624 38,244,692
60,334,387 39,830,071	60,270,064 39,880,973 2,906,790	60,177,671 39,052,047	60,075,536 38,887,445	59,982,473 38,784,248	59,894,145 38,740,315	59,815,641 38,634,270	59,743,624 38,244,692
60,334,387 39,830,071 2,909,559	60,270,064 39,880,973 2,906,790	60,177,671 39,052,047 2,904,024	60,075,536 38,887,445 2,901,261	59,982,473 38,784,248 2,898,500	59,894,145 38,740,315 2,895,742	59,815,641 38,634,270 2,892,987	59,743,624 38,244,692 2,890,234 5,577
60,334,387 39,830,071 2,909,559 15,856	60,270,064 39,880,973 2,906,790 5,012	60,177,671 39,052,047 2,904,024 16,808	60,075,536 38,887,445 2,901,261 5,823	59,982,473 38,784,248 2,898,500 2,138	59,894,145 38,740,315 2,895,742 6,035	59,815,641 38,634,270 2,892,987 9,307	59,743,624 38,244,692 2,890,234 5,577
60,334,387 39,830,071 2,909,559 15,856	60,270,064 39,880,973 2,906,790 5,012 0	60,177,671 39,052,047 2,904,024 16,808 0	60,075,536 38,887,445 2,901,261 5,823 0	59,982,473 38,784,248 2,898,500 2,138	59,894,145 38,740,315 2,895,742 6,035	59,815,641 38,634,270 2,892,987 9,307	59,743,624 38,244,692 2,890,234 5,577 0
60,334,387 39,830,071 2,909,559 15,856	60,270,064 39,880,973 2,906,790 5,012 0	60,177,671 39,052,047 2,904,024 16,808 0	60,075,536 38,887,445 2,901,261 5,823 0	59,982,473 38,784,248 2,898,500 2,138 0	59,894,145 38,740,315 2,895,742 6,035 0	59,815,641 38,634,270 2,892,987 9,307 0	59,743,624 38,244,692 2,890,234 5,577 0
60,334,387 39,830,071 2,909,559 15,856	60,270,064 39,880,973 2,906,790 5,012 0	60,177,671 39,052,047 2,904,024 16,808 0	60,075,536 38,887,445 2,901,261 5,823 0	59,982,473 38,784,248 2,898,500 2,138 0	59,894,145 38,740,315 2,895,742 6,035 0	59,815,641 38,634,270 2,892,987 9,307 0	59,743,624 38,244,692 2,890,234 5,577 0
60,334,387 39,830,071 2,909,559 15,856 0	60,270,064 39,880,973 2,906,790 5,012 0 0 2011	60,177,671 39,052,047 2,904,024 16,808 0	60,075,536 38,887,445 2,901,261 5,823 0 0 2013	59,982,473 38,784,248 2,898,500 2,138 0 0 2014	59,894,145 38,740,315 2,895,742 6,035 0	59,815,641 38,634,270 2,892,987 9,307 0 0 2016	59,743,624 38,244,692 2,890,234 5,577 0
60,334,387 39,830,071 2,909,559 15,856 0 2010 0 70,545	60,270,064 39,880,973 2,906,790 5,012 0 0 2011 0	60,177,671 39,052,047 2,904,024 16,808 0	60,075,536 38,887,445 2,901,261 5,823 0 0 2013	59,982,473 38,784,248 2,898,500 2,138 0 0 2014 0 0	59,894,145 38,740,315 2,895,742 6,035 0 0 2015 0	59,815,641 38,634,270 2,892,987 9,307 0 0 2016 0	59,743,624 38,244,692 2,890,234 5,577 0 0 2017 0 0
60,334,387 39,830,071 2,909,559 15,856 0 2010 70,545	60,270,064 39,880,973 2,906,790 5,012 0 0 2011 0 0	60,177,671 39,052,047 2,904,024 16,808 0 0 2012 0 0	60,075,536 38,887,445 2,901,261 5,823 0 0 2013 0 0	59,982,473 38,784,248 2,898,500 2,138 0 0 2014 0 0 0	59,894,145 38,740,315 2,895,742 6,035 0 0 2015 0 0	59,815,641 38,634,270 2,892,987 9,307 0 0 2016 0 0	59,743,624 38,244,692 2,890,234 5,577 0 0 2017 0 0 0
60,334,387 39,830,071 2,909,559 15,856 0 2010 0 70,545	60,270,064 39,880,973 2,906,790 5,012 0 0 2011 0	60,177,671 39,052,047 2,904,024 16,808 0	60,075,536 38,887,445 2,901,261 5,823 0 0 2013	59,982,473 38,784,248 2,898,500 2,138 0 0 2014 0 0	59,894,145 38,740,315 2,895,742 6,035 0 0 2015 0	59,815,641 38,634,270 2,892,987 9,307 0 0 2016 0	59,743,624 38,244,692 2,890,234 5,577 0 0 2017 0 0

2010	2011	2012	2013	2014	2015	2016	2017

1,872,397	1,856,823		1,784,841	1,745,570			
17,405,014	17,263,259	17,015,117	16,733,913	16,453,414	16,177,240	15,923,958	15,711,249
0	0	0	0	0	0	0	0
0	0	0	0	2,935	5,757	8,181	10,051
390,429	378,541	367,016	355,841	345,007	334,502	324,318	314,443
0	0	0	0	0	0	0	0
2040	0044	0040	0040	0044			
2010	2011	2012	2013	2014	2015	2016	2017
2010	2011 0	2012 0	2013 0	2014 0	2015 0	2016 0	2017 0
							2017 0 0
0	0	0	0	0	0	0	2017 0 0 0
0	0	0	0	0 0	0	0	0 0 0 0
0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
0 0 0	0 0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0 0	0 0 0 0
0 0 0	0 0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0 0
0 0 0	0 0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0 0	0 0 0 0
0 0 0	0 0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0 0	0 0 0 0
0 0 0	0 0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0 0	0 0 0 0

2010	2011	2012	2013	2014	2015	2016	2017
29,981,141	29,750,388	29,404,416	28,602,374	28,289,729	28,006,313	27,747,379	27,554,516
23,766,937	23,492,851	23,157,063	22,866,247	21,609,515	21,210,620	20,937,543	20,602,087
2,211,836	2,209,732	2,207,630	2,205,530	2,203,432	2,201,335	2,199,240	2,197,147
104,874	129,937	159,455	161,719	168,307	194,639	177,548	196,853
0	0	12,478,535	0	0	0	0	0

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2010	2011	2012	2013	2014	2015	2016	2017
0	0	0	0	0	0	0	0
0	0	2,776,531	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	72,749	0	0	0	0	0
-							
0	0	0	0	0	0	0	0

2019	2020	2021	2022	
0	0	0	0	45,302,609
0	0	0	0	34,955,900
0	0	0	0	7,288,739
0	0	0	0	5,453,437
0	0	0	0	0
-				93,000,685
0	0	0	0	0
				93,000,685
2019	2020	2021	2022	
0	0	0	0	0
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2018	2019	2020	2021	2022
59,662,793	59,594,563	59,512,264	59,426,827	59,340,946
38,033,954	37,294,158	37,150,064	36,646,505	35,978,354
2,887,485	2,884,737	2,881,993	2,879,250	2,876,511
1,770	4,903	13,998	7,630	2,288
0	0	0	0	0

55,124,705 700,907 5,807,014 1,856,997,623

1,066,016,484 729,348,513

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1,856,997,623

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57228306
16413369
0
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0	0	0	0	0

2018	2019	2020	2021	2022

4 040 040	4 600 000	4 044 005	4 500 000	4 500 000	00 700 000
1,648,018		1,611,285		1,569,063	29,792,266
15,488,526	15,257,982	15,021,450	14,771,940	14,530,689	277,800,169
0	0	0	0	0	0
11,951	13,772	15,527	17,321	20,616	106,111
304,869	295,587	286,587	277,861	269,401	10,489,691
					318,188,237
0	0	0	0	0	0
					318,188,237
2018	2019	2020	2021	2022	
0	0	0	0	0	16532612
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0
•					16532612
0	0	0	0	0	0
					16532612
				1	
2018	2019	2020	2021	2022	
2018 27,361,744			2021 26,781,778		550,214,818
27,361,744	27,174,651	26,977,626	26,781,778	26,593,901	550,214,818 434,481,686
27,361,744 20,267,798	27,174,651 19,916,257	26,977,626 19,701,531	26,781,778 19,393,828	26,593,901 18,985,613	434,481,686
27,361,744 20,267,798 2,195,058	27,174,651 19,916,257 2,192,968	26,977,626 19,701,531 2,190,882	26,781,778 19,393,828 2,188,797	26,593,901 18,985,613 2,186,714	434,481,686 40,202,129
27,361,744 20,267,798	27,174,651 19,916,257	26,977,626 19,701,531	26,781,778 19,393,828	26,593,901 18,985,613	434,481,686 40,202,129 3,268,489
27,361,744 20,267,798 2,195,058 215,524	27,174,651 19,916,257 2,192,968 234,468	26,977,626 19,701,531 2,190,882	26,781,778 19,393,828 2,188,797	26,593,901 18,985,613 2,186,714	434,481,686 40,202,129 3,268,489 12,478,535
27,361,744 20,267,798 2,195,058 215,524	27,174,651 19,916,257 2,192,968 234,468	26,977,626 19,701,531 2,190,882	26,781,778 19,393,828 2,188,797	26,593,901 18,985,613 2,186,714	434,481,686 40,202,129 3,268,489
27,361,744 20,267,798 2,195,058 215,524	27,174,651 19,916,257 2,192,968 234,468 0	26,977,626 19,701,531 2,190,882 205,072 0	26,781,778 19,393,828 2,188,797 221,275 0	26,593,901 18,985,613 2,186,714 242,857 0	434,481,686 40,202,129 3,268,489 12,478,535 1,040,645,657
27,361,744 20,267,798 2,195,058 215,524	27,174,651 19,916,257 2,192,968 234,468 0	26,977,626 19,701,531 2,190,882	26,781,778 19,393,828 2,188,797	26,593,901 18,985,613 2,186,714	434,481,686 40,202,129 3,268,489 12,478,535 1,040,645,657
27,361,744 20,267,798 2,195,058 215,524	27,174,651 19,916,257 2,192,968 234,468 0	26,977,626 19,701,531 2,190,882 205,072 0	26,781,778 19,393,828 2,188,797 221,275 0	26,593,901 18,985,613 2,186,714 242,857 0	434,481,686 40,202,129 3,268,489 12,478,535 1,040,645,657
27,361,744 20,267,798 2,195,058 215,524 0	27,174,651 19,916,257 2,192,968 234,468 0	26,977,626 19,701,531 2,190,882 205,072 0	26,781,778 19,393,828 2,188,797 221,275 0	26,593,901 18,985,613 2,186,714 242,857 0	434,481,686 40,202,129 3,268,489 12,478,535 1,040,645,657
27,361,744 20,267,798 2,195,058 215,524 0	27,174,651 19,916,257 2,192,968 234,468 0	26,977,626 19,701,531 2,190,882 205,072 0	26,781,778 19,393,828 2,188,797 221,275 0	26,593,901 18,985,613 2,186,714 242,857 0	434,481,686 40,202,129 3,268,489 12,478,535 1,040,645,657 0 1,040,645,657
27,361,744 20,267,798 2,195,058 215,524 0 2018	27,174,651 19,916,257 2,192,968 234,468 0	26,977,626 19,701,531 2,190,882 205,072 0	26,781,778 19,393,828 2,188,797 221,275 0	26,593,901 18,985,613 2,186,714 242,857 0	434,481,686 40,202,129 3,268,489 12,478,535 1,040,645,657 0 1,040,645,657
27,361,744 20,267,798 2,195,058 215,524 0 2018 0	27,174,651 19,916,257 2,192,968 234,468 0 0 2019	26,977,626 19,701,531 2,190,882 205,072 0 0 2020	26,781,778 19,393,828 2,188,797 221,275 0 0 2021 0	26,593,901 18,985,613 2,186,714 242,857 0	434,481,686 40,202,129 3,268,489 12,478,535 1,040,645,657 0 1,040,645,657 19557493 4743822
27,361,744 20,267,798 2,195,058 215,524 0 2018 0 0	27,174,651 19,916,257 2,192,968 234,468 0 0 2019 0 0	26,977,626 19,701,531 2,190,882 205,072 0 0 2020 0 0	26,781,778 19,393,828 2,188,797 221,275 0 0 2021 0 0	26,593,901 18,985,613 2,186,714 242,857 0 0 2022 0 0	434,481,686 40,202,129 3,268,489 12,478,535 1,040,645,657 0 1,040,645,657 19557493 4743822 0
27,361,744 20,267,798 2,195,058 215,524 0 2018 0	27,174,651 19,916,257 2,192,968 234,468 0 0 2019	26,977,626 19,701,531 2,190,882 205,072 0 0 2020	26,781,778 19,393,828 2,188,797 221,275 0 0 2021 0	26,593,901 18,985,613 2,186,714 242,857 0	434,481,686 40,202,129 3,268,489 12,478,535 1,040,645,657 0 1,040,645,657 19557493 4743822 0 1380069
27,361,744 20,267,798 2,195,058 215,524 0 2018 0 0	27,174,651 19,916,257 2,192,968 234,468 0 0 2019 0 0	26,977,626 19,701,531 2,190,882 205,072 0 0 2020 0 0	26,781,778 19,393,828 2,188,797 221,275 0 0 2021 0 0	26,593,901 18,985,613 2,186,714 242,857 0 0 2022 0 0	434,481,686 40,202,129 3,268,489 12,478,535 1,040,645,657 0 1,040,645,657 19557493 4743822 0
27,361,744 20,267,798 2,195,058 215,524 0 0 2018 0 0 0	27,174,651 19,916,257 2,192,968 234,468 0 0 2019 0 0 0	26,977,626 19,701,531 2,190,882 205,072 0 0 2020 0 0 0	26,781,778 19,393,828 2,188,797 221,275 0 0 2021 0 0 0	26,593,901 18,985,613 2,186,714 242,857 0 0 2022 0 0 0 28,177	434,481,686 40,202,129 3,268,489 12,478,535 1,040,645,657 0 1,040,645,657 19557493 4743822 0 1380069 25681384
27,361,744 20,267,798 2,195,058 215,524 0 2018 0 0	27,174,651 19,916,257 2,192,968 234,468 0 0 2019 0 0	26,977,626 19,701,531 2,190,882 205,072 0 0 2020 0 0	26,781,778 19,393,828 2,188,797 221,275 0 0 2021 0 0	26,593,901 18,985,613 2,186,714 242,857 0 0 2022 0 0	434,481,686 40,202,129 3,268,489 12,478,535 1,040,645,657 0 1,040,645,657 19557493 4743822 0 1380069

	2004	2005												2017					2022
Recurring Costs	2004	2000	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
patient Op Cost	22,656,891	22,645,718	0		0	0)l	0 0	0	0)l	n l	0	0	n	0 (0
	17,716,246	17,239,654	0) 0	0)	0 0	0	0)	2	0	0	0	0 1) 0
tpatient Op Cost			0	-	1 2	0	1	1	0 0	1 -	<u> </u>	1	1	1	0	0	0	0	1 ^
on Clinical Op Cost	3,646,104	3,642,635	0		1 0	0	0		0 0	1 0	0	0		2	0	0	0	0 (1 0
cant Space Op Cost	2,751,464	2,701,973	0	(0	0	0	1	<u>u</u> 0	0	0	0	1	1	U	U I	U	u (0
vings/Cost/Profit	0	0	0	(0	0		J	U 0	0	0		J	J	U	U	U	U (J 0
curring Savings																			
vings/Cost/Profit	0	0	0	(0	0	C)	0 0	0	0	C)	0	0	0	0	0 (0
n Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
w Construction	0	0	0	(0	0	0)	0 0	0	0	0)	0	0	0	0	0 (0
novate	0	0	0	(0	0	C)	0 0	0	0	C)	0	0	0	0	0 (0 0
ases	0	0	0	(0	0	0)	0 0	0	0	0)	0	0	0	0	0 (0
cant Space Demolition	0	0	6,663,165	(0	0	0)	0 0	0	0	0)	0	0	0	0	0 (0 0
									•		•			•	•	•	•	•	•
on Recurring Revenue																			
vings/Cost/Profit	0	0	0	2,484,593	3 0	0)l	0 0	0	0)l	n l	0	0	n	0 (0
tvings/00st/i ront	<u> </u>	<u> </u>	<u> </u>	2, 10 1,000	<u> </u>			1	<u> </u>	<u> </u>	<u>`</u>		1	٧.	<u>~</u>	· ·	<u>~1</u>	<u> </u>	<u> </u>
aciving Equility American I	aka																		
ceiving Facility American La	ake																		
Recurring Costs	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
patient Op Cost	23,175,175	23,193,626	22,569,782	22,572,858	3 22,570,398	22,556,534	22,537,670	22,509,31	0 22,452,846	22,386,606	22,329,402	22,276,900	22,234,18	22,197,92	28 22,152,82	1 22,120,28	1 22,073,63	8 22,023,823	3 21,973,529
tpatient Op Cost	39,382,462	38,732,158	38,335,073	38,771,883	3 38,424,053	38,545,788	39,830,071	39,880,97	3 39,052,047	38,887,445	38,784,248	38,740,315	38,634,27	38,244,69	2 38,033,95	4 37,294,15	8 37,150,06	4 36,646,50	35,978,354
n Clinical Op Cost	2,926,224	2,923,440	2,920,658	2,917,879	9 2,915,102	2,912,329	2,909,559	2,906,79		2,901,261	2,898,500	2,895,742	2,892,98	7 2,890,23					2,876,511
	231,515	105,619	91,409	76,322	2 71,009	65,785	67,704	1 55,97		55,053	50,525	53,593	3 56,05	1 51,51					
cant Space Op Cost			31,409	10,322	71,009	00,785	01,104	1 33,97	00,090	30,003	30,025	33,393	00,05	1 31,51	0 40,92	0 49,28	01,02	00,000	44,429
vings/Cost/Profit	3,572,124	412,067	0	(0	0	1 0	7	տլ 0	ų 0	. 0	1 0	<i>y</i>	J	U	u I	υĮ	ų (J 0
curring Savings																			
vings/Cost/Profit	0	0	0	(0	0	0)	0 0	0	- 0	C)	0	0	0	0	0	0 0
	-1	1	-1							-1									
on Recurring Costs																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Camatanatia			2000	2001	2000	2003	2010	2011	0 ^	2013	2014	2010	2010	2017	2010	2019	2020	2021	2022
w Construction	7,337,076	7,211,417	0	0.500.1	4 9	0		1	0	0	0		1	7	0	0	u o	<u> </u>	0
novate	3,208,986	6,923,312	3,684,384	2,526,142	∠ 0	0	70,545		υ 0	0	0	C	J	J	U	U	U	U (0
ases	0	0	0	(0	0	C		0 0	0	0	C)	0	0	0	0 0	0 0
cant Space Demolition	0	0	0	18,797	7 0	0	830,731		0 0	0	0	0))	0	0	0	0 (0 0
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on Recurring Revenue									-1	1									
on Recurring Revenue	1 0	OI.	ol.	,	n	^	1 ^) I	0 0	1 0	· · · · · ·		nI	nI	ol	ol ·	nl	ol ,	nl o
on Recurring Revenue avings/Cost/Profit	0	0	0	(0 0	0	0		0 0	0	0	0	D	0	0	0	0	0 (0 0
on Recurring Revenue avings/Cost/Profit	0 2002	0 2003	0 2004	2005		0	C	D]	0 0	0	0	0)	O .	0	0	0	0 (0 0
on Recurring Revenue avings/Cost/Profit	0 2002 102.396		0 2004 95.55144178	2005 92.302693		0	C		0 0	0	0	C	D	ס	0	0	0	0 (0 0
avings/Cost/Profit	102.396				89.164401	0	C)	0 0	0	0	C	D I	סן	0	0	0	0 (0
on Recurring Revenue avings/Cost/Profit eceiving Facility # Roseburg	102.396		95.55144178	92.302693	89.164401	0	C	D	0 0	0	0	C	D	סן	0	0	0	0 (0
avings/Cost/Profit eceiving Facility # Roseburg	102.396	98.914536	95.55144178 31,190,049	92.302693 89	89.164401	2009		•	0 0	2013	2014	2015	2016	2017	2018	2019	2020	-	
eceiving Facility # Roseburg Recurring Costs	102.396	98.914536	95.55144178 31,190,049 2006	92.302693 89 2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
avings/Cost/Profit ceiving Facility # Roseburg Recurring Costs patient Op Cost	102.396 2004 31,297,461	98.914536 2005 31,270,807	95.55144178 31,190,049 2006 53,534,003	92.302693 89 2007 53,410,814	89.164401 9 2008 4 53,237,879	52,486,238	2010 52,240,178	2011 8 51,988,24	6 51,621,115	50,797,935	50,464,171	50,159,656	49,879,64	5 49,665,72	49,451,91	3 49,243,80	1 49,025,77	2021 9 48,808,952	2022 2 48,600,117
avings/Cost/Profit acciving Facility # Roseburg Recurring Costs patient Op Cost utpatient Op Cost	2004 31,297,461 26,859,158	2005 31,270,807 26,970,488	2006 53,534,003 26,979,496	92.302693 89 2007 53,410,814 26,935,850	2008 4 53,237,879 0 26,815,649	52,486,238 24,013,155	2010 52,240,178 23,766,937	2011 8 51,988,24 7 23,492,85	6 51,621,115 1 23,157,063	50,797,935 22,866,247	50,464,171 21,609,515	50,159,656 21,210,620	49,879,64 20,937,54	5 49,665,72 3 20,602,08	24 49,451,91 37 20,267,79	3 49,243,80 8 19,916,25	1 49,025,77 7 19,701,53	2021 9 48,808,952 1 19,393,820	2022 2 48,600,117 3 18,985,613
avings/Cost/Profit activing Facility # Roseburg Recurring Costs patient Op Cost utpatient Op Cost on Clinical Op Cost	2004 31,297,461 26,859,158 1,883,157	2005 31,270,807 26,970,488 1,881,365	2006 53,534,003 26,979,496 1,879,575	92.302693 89 2007 53,410,814 26,935,850 1,877,787	2008 4 53,237,879 0 26,815,649 7 1,876,000	52,486,238 24,013,155 2,213,944	2010 52,240,178 23,766,937 2,211,836	2011 8 51,988,24 7 23,492,85 6 2,209,73	6 51,621,115 1 23,157,063 2 2,207,630	50,797,935 22,866,247 2,205,530	50,464,171 21,609,515 2,203,432	50,159,656 21,210,620 2,201,335	49,879,64 20,937,54 2,199,24	5 49,665,72 3 20,602,08 0 2,197,14	24 49,451,91 37 20,267,79 37 2,195,05	3 49,243,80 8 19,916,25 8 2,192,96	1 49,025,77 7 19,701,53 8 2,190,88	2021 9 48,808,95; 1 19,393,82; 2 2,188,79	2022 2 48,600,117 3 18,985,613 7 2,186,714
avings/Cost/Profit eceiving Facility # Roseburg	2004 31,297,461 26,859,158	2005 31,270,807 26,970,488	2006 53,534,003 26,979,496	92.302693 89 2007 53,410,814 26,935,850	2008 4 53,237,879 0 26,815,649	52,486,238 24,013,155	2010 52,240,178 23,766,937	2011 8 51,988,24 7 23,492,85	6 51,621,115 1 23,157,063	50,797,935 22,866,247	50,464,171 21,609,515	50,159,656 21,210,620	49,879,64 20,937,54	5 49,665,72 3 20,602,08	24 49,451,91 37 20,267,79 37 2,195,05	3 49,243,80 8 19,916,25	1 49,025,77 7 19,701,53	2021 9 48,808,952 1 19,393,820	2022 2 48,600,117 3 18,985,613
avings/Cost/Profit seciving Facility # Roseburg Recurring Costs patient Op Cost utpatient Op Cost on Clinical Op Cost cant Space Op Cost	2004 31,297,461 26,859,158 1,883,157	2005 31,270,807 26,970,488 1,881,365	95.55144178 31,190,049 2006 53,534,003 26,979,496 1,879,575 212,370	92.302693 89 2007 53,410,814 26,935,850 1,877,787 116,946	2008 4 53,237,879 0 26,815,649 7 1,876,000 6 1,729	52,486,238 24,013,155 2,213,944 88,457	2010 52,240,178 23,766,937 2,211,836 104,874	2011 8 51,988,24 7 23,492,85 6 2,209,73 1 129,93	6 51,621,115 1 23,157,063 2 2,207,630 7 159,455	50,797,935 22,866,247 2,205,530 161,719	50,464,171 21,609,515 2,203,432 168,307	50,159,656 21,210,620 2,201,335 194,639	6 49,879,64 0 20,937,54 6 2,199,24 177,54	5 49,665,72 3 20,602,08 0 2,197,14 8 196,85	24 49,451,91 37 20,267,79 47 2,195,05 33 215,52	3 49,243,80 8 19,916,25 8 2,192,96 4 234,46	1 49,025,77 7 19,701,53 8 2,190,88 8 205,07	2021 9 48,808,95 1 19,393,82 2 2,188,79 2 221,27	2022 2 48,600,117 3 18,985,613 7 2,186,714 5 242,857
avings/Cost/Profit Recurring Costs Recurring Costs patient Op Cost utpatient Op Cost on Clinical Op Cost aciant Space Op Cost avings/Cost/Profit	2004 31,297,461 26,859,158 1,883,157	2005 31,270,807 26,970,488 1,881,365	2006 53,534,003 26,979,496 1,879,575	92.302693 89 2007 53,410,814 26,935,850 1,877,787	2008 4 53,237,879 0 26,815,649 7 1,876,000	52,486,238 24,013,155 2,213,944	2010 52,240,178 23,766,937 2,211,836	2011 8 51,988,24 7 23,492,85 6 2,209,73	6 51,621,115 1 23,157,063 2 2,207,630 7 159,455	50,797,935 22,866,247 2,205,530	50,464,171 21,609,515 2,203,432	50,159,656 21,210,620 2,201,335	49,879,64 20,937,54 2,199,24	5 49,665,72 3 20,602,08 0 2,197,14	24 49,451,91 37 20,267,79 47 2,195,05 33 215,52	3 49,243,80 8 19,916,25 8 2,192,96	1 49,025,77 7 19,701,53 8 2,190,88	2021 9 48,808,95 1 19,393,82 2 2,188,79 2 221,27	2022 2 48,600,117 3 18,985,613 7 2,186,714
eceiving Facility # Roseburg Recurring Costs patient Op Cost utpatient Op Cost on Clinical Op Cost cent Space Op Cost evings/Cost/Profit	2004 31,297,461 26,859,158 1,883,157	2005 31,270,807 26,970,488 1,881,365	95.55144178 31,190,049 2006 53,534,003 26,979,496 1,879,575 212,370	92.302693 89 2007 53,410,814 26,935,850 1,877,787 116,946	2008 4 53,237,879 0 26,815,649 7 1,876,000 6 1,729	52,486,238 24,013,155 2,213,944 88,457	2010 52,240,178 23,766,937 2,211,836 104,874	2011 8 51,988,24 7 23,492,85 6 2,209,73 1 129,93	6 51,621,115 1 23,157,063 2 2,207,630 7 159,455	50,797,935 22,866,247 2,205,530 161,719	50,464,171 21,609,515 2,203,432 168,307	50,159,656 21,210,620 2,201,335 194,639	6 49,879,64 0 20,937,54 6 2,199,24 177,54	5 49,665,72 3 20,602,08 0 2,197,14 8 196,85	24 49,451,91 37 20,267,79 47 2,195,05 33 215,52	3 49,243,80 8 19,916,25 8 2,192,96 4 234,46	1 49,025,77 7 19,701,53 8 2,190,88 8 205,07	2021 9 48,808,95 1 19,393,82 2 2,188,79 2 221,27	2022 2 48,600,117 3 18,985,613 7 2,186,714 5 242,857
avings/Cost/Profit Recurring Costs Recurring Costs patient Op Cost utpatient Op Cost on Clinical Op Cost acant Space Op Cost avings/Cost/Profit wings/Cost/Profit	2004 31,297,461 26,859,158 1,883,157	2005 31,270,807 26,970,488 1,881,365	95.55144178 31,190,049 2006 53,534,003 26,979,496 1,879,575 212,370	92.302693 89 2007 53,410,814 26,935,850 1,877,787 116,946	2008 4 53,237,879 0 26,815,649 7 1,876,000 6 1,729	52,486,238 24,013,155 2,213,944 88,457	2010 52,240,178 23,766,937 2,211,836 104,874	2011 8 51,988,24 7 23,492,85 6 2,209,73 1 129,93	6 51,621,115 1 23,157,063 2 2,207,630 7 159,455	50,797,935 22,866,247 2,205,530 161,719	50,464,171 21,609,515 2,203,432 168,307	50,159,656 21,210,620 2,201,335 194,639	6 49,879,64 0 20,937,54 6 2,199,24 177,54	5 49,665,72 3 20,602,08 0 2,197,14 8 196,85	24 49,451,91 37 20,267,79 47 2,195,05 33 215,52	3 49,243,80 8 19,916,25 8 2,192,96 4 234,46	1 49,025,77 7 19,701,53 8 2,190,88 8 205,07	2021 9 48,808,95 1 19,393,82 2 2,188,79 2 221,27	2022 2 48,600,117 3 18,985,613 7 2,186,714 5 242,857
eceiving Facility # Roseburg Recurring Costs patient Op Cost utpatient Op Cost on Clinical Op Cost cant Space Op Cost wings/Cost/Profit ecurring Savings	2004 31,297,461 26,859,158 1,883,157	2005 31,270,807 26,970,488 1,881,365	95.55144178 31,190,049 2006 53,534,003 26,979,496 1,879,575 212,370	92.302693 89 2007 53,410,814 26,935,850 1,877,787 116,946	2008 4 53,237,879 0 26,815,649 7 1,876,000 6 1,729	52,486,238 24,013,155 2,213,944 88,457	2010 52,240,178 23,766,937 2,211,836 104,874 5,902,769	2011 3 51,988,24 7 23,492,85 6 2,209,73 1 129,93 5,717,60	6 51,621,115 1 23,157,063 2 2,207,630 7 159,455	50,797,935 22,866,247 2,205,530 161,719	50,464,171 21,609,515 2,203,432 168,307	50,159,656 21,210,620 2,201,335 194,639 5,033,222	6 49,879,64 0 20,937,54 5 2,199,24 0 177,54 2 4,875,33	5 49,665,72 3 20,602,08 0 2,197,14 8 196,85	24 49,451,91 37 20,267,79 47 2,195,05 33 215,52	3 49,243,80 8 19,916,25 8 2,192,96 4 234,46	1 49,025,77 7 19,701,53 8 2,190,88 8 205,07	2021 9 48,808,95 1 19,393,821 2 2,188,79 2 221,27 9 4,157,13	2022 2 48,600,117 3 18,985,613 7 2,186,714 5 242,857 7 4,026,729
ceiving Facility # Roseburg Recurring Costs satient Op Cost total Top Cost n Clinical Op Cost ant Space Op Cost vings/Cost/Profit vings/Cost/Profit curring Savings	2004 31,297,461 26,859,158 1,883,157	2005 31,270,807 26,970,488 1,881,365	95.55144178 31,190,049 2006 53,534,003 26,979,496 1,879,575 212,370	92.302693 89 2007 53,410,814 26,935,850 1,877,787 116,946	2008 4 53,237,879 0 26,815,649 7 1,876,000 6 1,729	52,486,238 24,013,155 2,213,944 88,457	2010 52,240,178 23,766,937 2,211,836 104,874	2011 3 51,988,24 7 23,492,85 6 2,209,73 1 129,93 5,717,60	6 51,621,115 1 23,157,063 2 2,207,630 7 159,455	50,797,935 22,866,247 2,205,530 161,719	50,464,171 21,609,515 2,203,432 168,307	50,159,656 21,210,620 2,201,335 194,639	6 49,879,64 0 20,937,54 5 2,199,24 0 177,54 2 4,875,33	5 49,665,72 3 20,602,08 0 2,197,14 8 196,85	24 49,451,91 37 20,267,79 47 2,195,05 33 215,52	3 49,243,80 8 19,916,25 8 2,192,96 4 234,46	1 49,025,77 7 19,701,53 8 2,190,88 8 205,07	2021 9 48,808,95 1 19,393,82 2 2,188,79 2 221,27	2022 2 48,600,117 3 18,985,613 7 2,186,714 5 242,857 7 4,026,729
ceiving Facility # Roseburg Recurring Costs attention Op Cost to Cos	2004 31,297,461 26,859,158 1,883,157	98.914536 2005 31,270,807 26,970,488 1,881,365 215,782 0 0	95.55144178 31,190,049 2006 53,534,003 26,979,496 1,879,575 212,370	92.302693 89 2007 53,410,814 26,935,850 1,877,787 116,946	2008 4 53,237,879 0 26,815,649 7 1,876,000 6 1,729	52,486,238 24,013,155 2,213,944 88,457	2010 52,240,178 23,766,937 2,211,836 104,874 5,902,769	2011 3 51,988,24 7 23,492,85 6 2,209,73 1 129,93 5,717,60	6 51,621,115 1 23,157,063 2 2,207,630 7 159,455	50,797,935 22,866,247 2,205,530 161,719	50,464,171 21,609,515 2,203,432 168,307	50,159,656 21,210,620 2,201,335 194,639 5,033,222	6 49,879,64 0 20,937,54 5 2,199,24 0 177,54 2 4,875,33	5 49,665,72 3 20,602,08 0 2,197,14 8 196,85	24 49,451,91 37 20,267,79 47 2,195,05 33 215,52	3 49,243,80 8 19,916,25 8 2,192,96 4 234,46	1 49,025,77 7 19,701,53 8 2,190,88 8 205,07	2021 9 48,808,95 1 19,393,821 2 2,188,79 2 221,27 9 4,157,13	2022 2 48,600,117 3 18,985,613 7 2,186,714 5 242,857 7 4,026,729
ceiving Facility # Roseburg Recurring Costs Datient Op Cost typatient Op Cost typatient Op Cost on Clinical Op Cost cant Space Op Cost vings/Cost/Profit curring Savings vings/Cost/Profit	2004 2004 31,297,461 26,859,158 1,883,157 220,677 0	98.914536 2005 31,270,807 26,970,488 1,881,365 215,782 0 0 0	95.55144178 31,190,049 2006 53,534,003 26,979,496 1,879,575 212,370 6,705,383	92.302693 88 2007 53,410,814 26,935,850 1,877,787 116,946 6,495,037	2008 4 53,237,879 2 26,815,649 7 1,876,000 6 1,729 7 6,291,289	52,486,238 24,013,155 2,213,944 88,457 6,093,934	2010 52,240,178 23,766,937 2,211,836 104,874 5,902,769	2011 3 51,988,24 5 2,209,73 1 129,93 9 5,717,60	6 51,621,115 1 23,157,063 2 2,207,630 7 159,455 1 18,016,777 15,809,147	50,797,935 22,866,247 2,205,530 161,719 5,364,509	50,464,171 21,609,515 2,203,432 168,307 5,196,226	50,159,656 21,210,620 2,201,335 194,639 5,033,222	6 49,879,64 20,937,54 5 2,199,24 177,54 2 4,875,33	5 49,665,72 3 20,602,08 0 2,197,14 B 196,85 1 4,722,39	24 49,451,91 17 20,267,79 17 2,195,05 13 215,52 14,574,25	3 49,243,80 8 19,916,25 8 2,192,96 4 234,46 3 4,430,76	1 49,025,77 7 19,701,53 8 2,190,88 8 205,07 0 4,291,76	2021 9 48,808,955 1 19,393,821 2 2,188,79 2 221,273 9 4,157,13	2022 2 48,600,117 8 18,985,613 7 2,186,714 5 242,857 7 4,026,729
vings/Cost/Profit Recurring Costs activity # Roseburg Recurring Costs activity # Roseburg Recurring Costs activity # Roseburg Recurring Cost activity # Roseburg Recurring Cost activity # Roseburg Recurring Sost	2004 31,297,461 26,859,158 1,883,157	98.914536 2005 31,270,807 26,970,488 1,881,365 215,782 0 0	95.55144178 31,190,049 2006 53,534,003 26,979,496 1,879,575 212,370	92.302693 89 2007 53,410,814 26,935,850 1,877,787 116,946	2008 4 53,237,879 0 26,815,649 7 1,876,000 6 1,729	52,486,238 24,013,155 2,213,944 88,457	2010 52,240,178 23,766,937 2,211,836 104,874 5,902,769	2011 3 51,988,24 7 23,492,85 6 2,209,73 1 129,93 5,717,60	6 51,621,115 1 23,157,063 2 2,207,630 7 159,455	50,797,935 22,866,247 2,205,530 161,719	50,464,171 21,609,515 2,203,432 168,307	50,159,656 21,210,620 2,201,335 194,639 5,033,222	6 49,879,64 0 20,937,54 5 2,199,24 0 177,54 2 4,875,33	5 49,665,72 3 20,602,08 0 2,197,14 8 196,85	24 49,451,91 37 20,267,79 47 2,195,05 33 215,52	3 49,243,80 8 19,916,25 8 2,192,96 4 234,46	1 49,025,77 7 19,701,53 8 2,190,88 8 205,07	2021 9 48,808,95 1 19,393,821 2 2,188,79 2 221,27 9 4,157,13	2022 2 48,600,117 3 18,985,613 7 2,186,714 5 242,857 7 4,026,729
eceiving Facility # Roseburg Recurring Costs patient Op Cost utpatient Op Cost utpatient Op Cost cont Clinical Op Cost examt Space Op Cost evings/Cost/Profit ecurring Savings wings/Cost/Profit on Recurring Costs	2004 2004 31,297,461 26,859,158 1,883,157 220,677 0	98.914536 2005 31,270,807 26,970,488 1,881,365 215,782 0 0 0 0 44,151,531 2005	95.55144178 31,190,049 2006 53,534,003 26,979,496 1,879,575 212,370 6,705,383	92.302693 88 2007 53,410,814 26,935,850 1,877,787 116,946 6,495,037	2008 4 53,237,879 0 26,815,649 7 1,876,000 6 1,729 7 6,291,289 0 0	52,486,238 24,013,155 2,213,944 88,457 6,093,934	2010 52,240,178 23,766,937 2,211,836 104,874 5,902,769	2011 3 51,988,24 5 2,209,73 1 129,93 9 5,717,60	6 51,621,115 1 23,157,063 2 2,207,630 7 159,455 1 18,016,777 15,809,147	50,797,935 22,866,247 2,205,530 161,719 5,364,509	50,464,171 21,609,515 2,203,432 168,307 5,196,226	50,159,656 21,210,620 2,201,335 194,639 5,033,222	6 49,879,64 20,937,54 5 2,199,24 177,54 2 4,875,33	5 49,665,72 3 20,602,08 0 2,197,14 B 196,85 1 4,722,39	24 49,451,91 17 20,267,79 17 2,195,05 13 215,52 14,574,25	3 49,243,80 8 19,916,25 8 2,192,96 4 234,46 3 4,430,76	1 49,025,77 7 19,701,53 8 2,190,88 8 205,07 0 4,291,76	2021 9 48,808,955 1 19,393,821 2 2,188,79 2 221,273 9 4,157,13	2022 2 48,600,117 8 18,985,613 7 2,186,714 5 242,857 7 4,026,729
eceiving Facility # Roseburg Recurring Costs patient Op Cost attpatient Op Cost attpatient Op Cost arcant Space Op Cost avings/Cost/Profit accurring Savings accurring Savings accurring Costs	2004 31,297,461 26,859,158 1,883,157 220,677 0 0	98.914536 2005 31,270,807 26,970,488 1,881,365 215,782 0 0 0	95.55144178 31,190,049 2006 53,534,003 26,979,496 1,879,575 212,370 6,705,383	92.302693 88 2007 53,410,814 26,935,850 1,877,787 116,946 6,495,037	2008 4 53,237,879 2 6,815,649 7 1,876,000 3 1,729 6,291,289 0 0	52,486,238 24,013,155 2,213,944 88,457 6,093,934 0 2009 6,867,283	2010 52,240,178 23,766,937 2,211,836 104,874 5,902,769	2011 3 51,988,24 5 2,209,73 1 129,93 9 5,717,60	6 51,621,115 1 23,157,063 2 2,207,630 7 159,455 1 18,016,777 15,809,147 0 0	50,797,935 22,866,247 2,205,530 161,719 5,364,509	50,464,171 21,609,515 2,203,432 168,307 5,196,226	50,159,656 21,210,620 2,201,335 194,639 5,033,222	6 49,879,64 20,937,54 5 2,199,24 177,54 2 4,875,33	5 49,665,72 3 20,602,08 0 2,197,14 B 196,85 1 4,722,39	24 49,451,91 17 20,267,79 17 2,195,05 13 215,52 14,574,25	3 49,243,80 8 19,916,25 8 2,192,96 4 234,46 3 4,430,76	1 49,025,77 7 19,701,53 8 2,190,88 8 205,07 0 4,291,76	2021 9 48,808,955 1 19,393,821 2 2,188,79 2 221,273 9 4,157,13	2022 2 48,600,117 8 18,985,613 7 2,186,714 5 242,857 7 4,026,729
wings/Cost/Profit Recurring Costs Datient Op Cost Utpatient Op Co	2004 2004 31,297,461 26,859,158 1,883,157 220,677 0	98.914536 2005 31,270,807 26,970,488 1,881,365 215,782 0 0 44,151,531 2005 27815464	95.55144178 31,190,049 2006 53,534,003 26,979,496 1,879,575 212,370 6,705,383	92.302693 88 2007 53,410,814 26,935,850 1,877,787 116,946 6,495,037	2008 4 53,237,879 0 26,815,649 7 1,876,000 6 1,729 7 6,291,289 0 0	52,486,238 24,013,155 2,213,944 88,457 6,093,934	2010 52,240,178 23,766,937 2,211,836 104,877 5,902,769	2011 3 51,988,24 7 23,492,85 6 2,209,73 1 129,93 9 5,717,60	6 51,621,115 1 23,157,063 2 2,207,630 7 159,455 1 18,016,777 15,809,147	50,797,935 22,866,247 2,205,530 161,719 5,364,509	50,464,171 21,609,515 2,203,432 168,307 5,196,226	50,159,656 21,210,620 2,201,335 194,639 5,033,222	49,879,64 20,937,54 2,199,24 177,54 4,875,33	5 49,665,72 3 20,602,08 0 2,197,14 B 196,85 1 4,722,39	24 49,451,91 17 20,267,79 17 2,195,05 13 215,52 14,574,25	3 49,243,80 8 19,916,25 8 2,192,96 4 234,46 3 4,430,76	1 49,025,77 7 19,701,53 8 2,190,88 8 205,07 0 4,291,76	2021 9 48,808,955 1 19,393,821 2 2,188,79 2 221,273 9 4,157,13	2022 2 48,600,117 8 18,985,613 7 2,186,714 5 242,857 7 4,026,729
vings/Cost/Profit Recurring Costs Recurring Costs attent Op Cost tipatient Op Cost or Clinical Op Cost or Clinical Op Cost vings/Cost/Profit vings/Cost/Profit curring Savings vings/Cost/Profit on Recurring Costs w Construction novate asees	2004 31,297,461 26,859,158 1,883,157 220,677 0 0	98.914536 2005 31,270,807 26,970.488 1,881,365 215,782 0 0 0 44,151,531 2005 27815464 0 0	95.55144178 31,190,049 2006 53,534,003 26,979,496 1,879,575 212,370 6,705,383	92.302693 88 2007 53,410,814 56,935,856 1,877,787 116,946 6,495,037	2008 4 53,237,879 2 26,815,649 7 1,876,000 6 1,729 7 6,291,289 0 12,690,210 0 2008 0 12,690,210 0 0	52,486,238 24,013,155 2,213,944 88,457 6,093,934 0 2009 6,867,283 571,535	2010 52,240,178 23,766,937 2,211,836 104,874 5,902,769	2011 3 51,988,24 7 23,492,85 6 2,209,73 1 129,93 9 5,717,60	6 51,621,115 1 23,157,063 7 159,455 1 18,016,777 15,809,147 0 0 0 2012 0 2,776,531 0 0 0	50,797,935 22,866,247 2,205,530 161,719 5,364,509	50,464,171 21,609,515 2,203,432 168,307 5,196,226	50,159,656 21,210,620 2,201,335 194,639 5,033,222	49,879,64 20,937,54 2,199,24 177,54 4,875,33	5 49,665,72 3 20,602,08 0 2,197,14 B 196,85 1 4,722,39	24 49,451,91 17 20,267,79 17 2,195,05 13 215,52 14,574,25	3 49,243,80 8 19,916,25 8 2,192,96 4 234,46 3 4,430,76	1 49,025,77 7 19,701,53 8 2,190,88 8 205,07 0 4,291,76	2021 9 48,809,95:1 1 19,393,821 1 2 2,188,797 2 221,27 9 4,157,13 0 2021 0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0	2022 2 48,600,117 3 18,985,6133 7 2,186,714 2 242,857 7 4,026,729 0 0 0 0 0 0 0
vings/Cost/Profit Recurring Costs Recurring Costs attent Op Cost tipatient Op Cost or Clinical Op Cost or Clinical Op Cost vings/Cost/Profit vings/Cost/Profit curring Savings vings/Cost/Profit or Recurring Costs w Construction novate ases	2004 31,297,461 26,859,158 1,883,157 220,677 0 0	98.914536 2005 31,270,807 26,970,488 1,881,365 215,782 0 0 44,151,531 2005 27815464	95.55144178 31,190,049 2006 53,534,003 26,979,496 1,879,575 212,370 6,705,383	92.302693 88 2007 53,410,814 26,935,850 1,877,787 116,946 6,495,037	2008 4 53,237,879 2 26,815,649 7 1,876,000 6 1,729 7 6,291,289 0 12,690,210 0 2008 0 12,690,210 0 0	52,486,238 24,013,155 2,213,944 88,457 6,093,934 0 2009 6,867,283	2010 52,240,178 23,766,937 2,211,836 104,877 5,902,769	2011 3 51,988,24 7 23,492,85 6 2,209,73 1 129,93 9 5,717,60	6 51,621,115 1 23,157,063 2 2,207,630 7 159,455 1 18,016,777 15,809,147 0 0	50,797,935 22,866,247 2,205,530 161,719 5,364,509	50,464,171 21,609,515 2,203,432 168,307 5,196,226	50,159,656 21,210,620 2,201,335 194,639 5,033,222	49,879,64 20,937,54 2,199,24 177,54 4,875,33	5 49,665,72 3 20,602,08 0 2,197,14 B 196,85 1 4,722,39	24 49,451,91 17 20,267,79 17 2,195,05 13 215,52 14,574,25	3 49,243,80 8 19,916,25 8 2,192,96 4 234,46 3 4,430,76	1 49,025,77 7 19,701,53 8 2,190,88 8 205,07 0 4,291,76	2021 9 48,808,955 1 19,393,821 2 2,188,79 2 221,273 9 4,157,13	2022 2 48,600,117 3 18,985,613 7 2,186,744 7 4,026,729 0 0 0 0 0 0
wings/Cost/Profit Recurring Costs Recurring Costs Description of Cost Recurring Costs Recurring Costs Recurring Costs Recurring Cost Recurring Cost Recurring Cost Recurring Cost Recurring Savings Recurring Savings Recurring Costs	2004 31,297,461 26,859,158 1,883,157 220,677 0 0	98.914536 2005 31,270,807 26,970.488 1,881,365 215,782 0 0 0 44,151,531 2005 27815464 0 0	95.55144178 31,190,049 2006 53,534,003 26,979,496 1,879,575 212,370 6,705,383	92.302693 88 2007 53,410,814 56,935,856 1,877,787 116,946 6,495,037	2008 4 53,237,879 2 26,815,649 7 1,876,000 6 1,729 7 6,291,289 0 12,690,210 0 2008 0 12,690,210 0 0	52,486,238 24,013,155 2,213,944 88,457 6,093,934 0 2009 6,867,283 571,535	2010 52,240,178 23,766,937 2,211,836 104,877 5,902,769	2011 3 51,988,24 7 23,492,85 6 2,209,73 1 129,93 9 5,717,60	6 51,621,115 1 23,157,063 7 159,455 1 18,016,777 15,809,147 0 0 0 2012 0 2,776,531 0 0 0	50,797,935 22,866,247 2,205,530 161,719 5,364,509	50,464,171 21,609,515 2,203,432 168,307 5,196,226	50,159,656 21,210,620 2,201,335 194,639 5,033,222	49,879,64 20,937,54 2,199,24 177,54 4,875,33	5 49,665,72 3 20,602,08 0 2,197,14 B 196,85 1 4,722,39	24 49,451,91 17 20,267,79 17 2,195,05 13 215,52 14,574,25	3 49,243,80 8 19,916,25 8 2,192,96 4 234,46 3 4,430,76	1 49,025,77 7 19,701,53 8 2,190,88 8 205,07 0 4,291,76	2021 9 48,809,95:1 1 19,393,821 1 2 2,188,797 2 221,27 9 4,157,13 0 2021 0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0	2022 2 48,600,117 3 18,985,6133 7 2,186,714 2 242,857 7 4,026,729 0 0 0 0 0 0 0
eceiving Facility # Roseburg Recurring Costs patient Op Cost attraction Op Cost attraction Op Cost and Clinical Op Cost actract Space Op Cost avings/Cost/Profit actract Space Op Cost avings/Cost/Profit actract Space Op Cost actract Space Op Cost avings/Cost/Profit actract Space Op Cost avings/Cost/Profit actraction Space Op Cost actraction Cost act	2004 31,297,461 26,859,158 1,883,157 220,677 0 0	98.914536 2005 31,270,807 26,970.488 1,881,365 215,782 0 0 0 44,151,531 2005 27815464 0 0	95.55144178 31,190,049 2006 53,534,003 26,979,496 1,879,575 212,370 6,705,383	92.302693 88 2007 53,410,814 56,935,856 1,877,787 116,946 6,495,037	2008 4 53,237,879 2 26,815,649 7 1,876,000 6 1,729 7 6,291,289 0 12,690,210 0 2008 0 12,690,210 0 0	52,486,238 24,013,155 2,213,944 88,457 6,093,934 0 2009 6,867,283 571,535	2010 52,240,178 23,766,937 2,211,836 104,877 5,902,769	2011 3 51,988,24 7 23,492,85 6 2,209,73 1 129,93 9 5,717,60	6 51,621,115 1 23,157,063 7 159,455 1 18,016,777 15,809,147 0 0 0 2012 0 2,776,531 0 0 0	50,797,935 22,866,247 2,205,530 161,719 5,364,509	50,464,171 21,609,515 2,203,432 168,307 5,196,226	50,159,656 21,210,620 2,201,335 194,639 5,033,222	49,879,64 20,937,54 2,199,24 177,54 4,875,33	5 49,665,72 3 20,602,08 0 2,197,14 B 196,85 1 4,722,39	24 49,451,91 17 20,267,79 17 2,195,05 13 215,52 14,574,25	3 49,243,80 8 19,916,25 8 2,192,96 4 234,46 3 4,430,76	1 49,025,77 7 19,701,53 8 2,190,88 8 205,07 0 4,291,76	2021 9 48,809,95:1 1 19,393,821 1 2 2,188,797 2 221,27 9 4,157,13 0 2021 0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0	2022 2 48,600,117 3 18,985,6133 7 2,186,714 2 242,857 7 4,026,729 0 0 0 0 0 0 0
avings/Cost/Profit Recurring Costs Recurring Costs patient Op Cost utpatient Op Cost utpatient Op Cost cont Space Op Cost avings/Cost/Profit avings/Cost/Profit courring Savings avings/Cost/Profit con Recurring Costs avings/Cost/Profit con Recurring Costs avings/Cost/Profit con Recurring Costs con Recurring Costs con Recurring Costs con Recurring Revenue	2004 31,297,461 26,859,158 1,883,157 220,677 0 0	98.914536 2005 31,270,807 26,970.488 1,881,365 215,782 0 0 0 44,151,531 2005 27815464 0 0	95.55144178 31,190,049 2006 53,534,003 26,979,496 1,879,575 212,370 6,705,383	92.302693 88 2007 53,410,814 56,935,856 1,877,787 116,946 6,495,037	2008 4 53,237,879 2 26,815,649 7 1,876,000 6 1,729 7 6,291,289 0 12,690,210 0 2008 0 12,690,210 0 0	52,486,238 24,013,155 2,213,944 88,457 6,093,934 0 2009 6,867,283 571,535	2010 52,240,178 23,766,937 2,211,836 104,877 5,902,769	2011 3 51,988,24 7 23,492,85 6 2,209,73 1 129,93 9 5,717,60	6 51,621,115 1 23,157,063 7 159,455 1 18,016,777 15,809,147 0 0 0 2012 0 2,776,531 0 0 0	50,797,935 22,866,247 2,205,530 161,719 5,364,509	50,464,171 21,609,515 2,203,432 168,307 5,196,226	50,159,656 21,210,620 2,201,335 194,639 5,033,222	49,879,64 20,937,54 2,199,24 177,54 4,875,33	5 49,665,72 3 20,602,08 0 2,197,14 B 196,85 1 4,722,39	24 49,451,91 17 20,267,79 17 2,195,05 13 215,52 14,574,25	3 49,243,80 8 19,916,25 8 2,192,96 4 234,46 3 4,430,76	1 49,025,77 7 19,701,53 8 2,190,88 8 205,07 0 4,291,76	2021 9 48,809,95:1 1 19,393,821 1 2 2,188,797 2 221,27 9 4,157,13 0 2021 0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0	2022 2 48,600,117 3 18,985,6133 7 2,186,714 2 242,857 7 4,026,729 0 0 0 0 0 0 0
avings/Cost/Profit Recurring Costs Recurring Costs patient Op Cost utpatient Op Cost utpatient Op Cost cont Space Op Cost avings/Cost/Profit avings/Cost/Profit courring Savings avings/Cost/Profit con Recurring Costs avings/Cost/Profit con Recurring Costs avings/Cost/Profit con Recurring Costs con Recurring Costs con Recurring Costs con Recurring Revenue	2004 31,297,461 26,859,158 1,883,157 220,677 0 0	98.914536 2005 31,270,807 26,970.488 1,881,365 215,782 0 0 0 44,151,531 2005 27815464 0 0	95.55144178 31,190,049 2006 53,534,003 26,979,496 1,879,575 212,370 6,705,383	92.302693 88 2007 53,410,814 56,935,856 1,877,787 116,946 6,495,037	2008 4 53,237,879 2 26,815,649 7 1,876,000 6 1,729 7 6,291,289 0 12,690,210 0 2008 0 12,690,210 0 0	52,486,238 24,013,155 2,213,944 88,457 6,093,934 0 2009 6,867,283 571,535	2010 52,240,178 23,766,937 2,211,836 104,877 5,902,769	2011 3 51,988,24 7 23,492,85 6 2,209,73 1 129,93 9 5,717,60	6 51,621,115 1 23,157,063 7 159,455 1 18,016,777 15,809,147 0 0 0 2012 0 2,776,531 0 0 0	50,797,935 22,866,247 2,205,530 161,719 5,364,509	50,464,171 21,609,515 2,203,432 168,307 5,196,226	50,159,656 21,210,620 2,201,335 194,639 5,033,222	49,879,64 20,937,54 2,199,24 177,54 4,875,33	5 49,665,72 3 20,602,08 0 2,197,14 B 196,85 1 4,722,39	24 49,451,91 17 20,267,79 17 2,195,05 13 215,52 14,574,25	3 49,243,80 8 19,916,25 8 2,192,96 4 234,46 3 4,430,76	1 49,025,77 7 19,701,53 8 2,190,88 8 205,07 0 4,291,76	2021 9 48,809,95:1 1 19,393,821 1 2 2,188,797 2 221,27 9 4,157,13 0 2021 0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0	2022 2 48,600,117 3 18,985,6133 7 2,186,714 2 242,857 7 4,026,729 0 0 0 0 0 0 0
avings/Cost/Profit Recurring Costs Recurring Costs patient Op Cost utpatient Op Cost or Clinical Op Cost avings/Cost/Profit curring Savings avings/Cost/Profit on Recurring Costs eave Construction enovate asses acant Space Demolition on Recurring Revenue avings/Cost/Profit	2004 31,297,461 26,859,158 1,883,157 220,677 0 0	98.914536 2005 31,270,807 26,970.488 1,881,365 215,782 0 0 0 44,151,531 2005 27815464 0 0	95.55144178 31,190,049 2006 53,534,003 26,979,496 1,879,575 212,370 6,705,383	92.302693 88 2007 53,410,814 56,935,856 1,877,787 116,946 6,495,037	2008 4 53,237,879 2 26,815,649 7 1,876,000 6 1,729 7 6,291,289 0 12,690,210 0 2008 0 12,690,210 0 0	52,486,238 24,013,155 2,213,944 88,457 6,093,934 0 2009 6,867,283 571,535	2010 52,240,178 23,766,937 2,211,836 104,877 5,902,769	2011 3 51,988,24 7 23,492,85 6 2,209,73 1 129,93 9 5,717,60	6 51,621,115 1 23,157,063 7 159,455 1 18,016,777 15,809,147 0 0 0 2012 0 2,776,531 0 0 0	50,797,935 22,866,247 2,205,530 161,719 5,364,509	50,464,171 21,609,515 2,203,432 168,307 5,196,226	50,159,656 21,210,620 2,201,335 194,639 5,033,222	49,879,64 20,937,54 2,199,24 177,54 4,875,33	5 49,665,72 3 20,602,08 0 2,197,14 B 196,85 1 4,722,39	24 49,451,91 17 20,267,79 17 2,195,05 13 215,52 14,574,25	3 49,243,80 8 19,916,25 8 2,192,96 4 234,46 3 4,430,76	1 49,025,77 7 19,701,53 8 2,190,88 8 205,07 0 4,291,76	2021 9 48,809,95:1 1 19,393,821 1 2 2,188,797 2 221,27 9 4,157,13 0 2021 0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0	2022 2 48,600,117 3 18,985,6133 7 2,186,714 2 242,857 7 4,026,729 0 0 0 0 0 0 0
avings/Cost/Profit Recurring Costs Recurring Costs patient Op Cost utpatient Op Cost or Clinical Op Cost avings/Cost/Profit curring Savings avings/Cost/Profit on Recurring Costs eave Construction enovate asses acant Space Demolition on Recurring Revenue avings/Cost/Profit	2004 31,297,461 26,859,158 1,883,157 220,677 0 0	98.914536 2005 31,270,807 26,970.488 1,881,365 215,782 0 0 0 44,151,531 2005 27815464 0 0	95.55144178 31,190,049 2006 53,534,003 26,979,496 1,879,575 212,370 6,705,383	92.302693 88 2007 53,410,814 56,935,856 1,877,787 116,946 6,495,037	2008 4 53,237,879 2 26,815,649 7 1,876,000 6 1,729 7 6,291,289 0 12,690,210 0 2008 0 12,690,210 0 0	52,486,238 24,013,155 2,213,944 88,457 6,093,934 0 2009 6,867,283 571,535	2010 52,240,178 23,766,937 2,211,836 104,877 5,902,769	2011 3 51,988,24 7 23,492,85 6 2,209,73 1 129,93 9 5,717,60	6 51,621,115 1 23,157,063 7 159,455 1 18,016,777 15,809,147 0 0 0 2012 0 2,776,531 0 0 0	50,797,935 22,866,247 2,205,530 161,719 5,364,509	50,464,171 21,609,515 2,203,432 168,307 5,196,226	50,159,656 21,210,620 2,201,335 194,639 5,033,222	49,879,64 20,937,54 2,199,24 177,54 4,875,33	5 49,665,72 3 20,602,08 0 2,197,14 B 196,85 1 4,722,39	24 49,451,91 17 20,267,79 17 2,195,05 13 215,52 14,574,25	3 49,243,80 8 19,916,25 8 2,192,96 4 234,46 3 4,430,76	1 49,025,77 7 19,701,53 8 2,190,88 8 205,07 0 4,291,76	2021 9 48,809,95:1 1 19,393,821 1 2 2,188,797 2 221,27 9 4,157,13 0 2021 0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0	2022 2 48,600,117 3 18,985,6133 7 2,186,714 2 242,857 7 4,026,729 0 0 0 0 0 0 0
avings/Cost/Profit Recurring Costs Recurring Costs patient Op Cost utpatient Op Cost utpatient Op Cost con Clinical Op Cost con Clinical Op Cost vings/Cost/Profit vings/Cost/Profit courring Savings avings/Cost/Profit on Recurring Costs con Recurring Revenue avings/Cost/Profit con Recurring Facility # Medford	2004 31,297,461 26,859,158 1,883,157 0 0 0 2004 2004 0 814,262 0 0	98.914536 2005 31,270,807 26,970,488 1,881,365 215,782 0 0 0 0 0 0 0 0 0	95.55144178 31,190,049 2006 53,534,003 26,979,496 1,879,575 212,370 6,705,383	92.302693 88 2007 53,410,814 26,935,856 1,877,787 116,944 6,495,037	2008 4 53,237,879 0 26,815,649 7 1,876,000 0 6,291,289 0 12,690,210 0 581,494 0 0 0	52,486,238 24,013,155 2,213,944 88,457 6,093,934 0 2009 6,867,283 571,535 0 1,110,943	2010 52,240,178 23,766,937 2,211,832 104,874 5,902,769	2011 3 51,988,24 23,492,85 1 22,293,73 1 129,93 5,717,60	6 51.621.1151.05.06.05.05.05.05.05.05.05.05.05.05.05.05.05.	50,797,935 22,866,247 2,205,530 161,719 5,364,509 0 0 0 0 0	50.464,171 21.609,515 2.203,432 168,307 5,196,226 0 0 2014 0 0 0 0	50.159,656 21.210,620 21.210,620 194,633 5.033,222	\$\\ 49.879.64\\ 20.937.54\\ 20.199.24\\ 177.54\\ 20.199.24\\ 177.54\\ 20.199.2	5 49,665,72 3 20,602,06 0 2,197,14 8 196,86 1 4,722,36 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	44 49.451.91 77 20.267.79 77 20.267.79 78 2.195.05 33 215.523 3 4.574.25 2018 0 0 0 0	3 49,243,80 8 19,916,25 8 2,192,963 4 234,464 3 4,430,76 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	1 49,025,77 19,701,53 8 2,190,88 8 205,07 0 4,291,76	2021 9 46,806,95: 1 19,939,8212 2 218,879 2 221,279 9 4,157,13: 0 10 10 0 0 10 0 0 10	2022 2 48,600,117 3 18,985,613 5 242,857 7 4,026,729 0 0 0 0 0 0 0 28,177
avings/Cost/Profit Recurring Costs Recurring Costs patient Op Cost utpatient Op Cost utpatient Op Cost or Clinical Op Cost avings/Cost/Profit avings/Cost/Profit curring Savings avings/Cost/Profit on Recurring Costs avings/Cost/Profit on Recurring Costs avings/Cost/Profit on Recurring Costs avings/Cost/Profit	2004 31,297,461 26,859,158 1,883,157 220,677 0 0 0 2004 0 814,262 0 0	98.914536 2005 31,270,807 26,970,488 1,881,365 215,782 0 0 0 0 0 0 0 0 0 0	95.55144178 31,190,049 2006 53,534,003 26,979,496 1,879,575 272,370 6,705,383	92.302693 88 2007 53,410,814 26,935,850 1,877,787 116,944 6,495,037	2008 4 53,237,879 2 6,815,649 7 1,876,000 6 1,729 7 6,291,289 0 12,690,210 0 2008 0 12,690,210 0 0 0 2 0 0 2 0 0 2 0 0 0 10,530	52.486,238 24,013,155 22,213,944 88,457 6,093,934 0 2009 6,867,283 571,535 0 1,110,943	2010 52,240,178 23,766,937 2,211,836 104,874 5,902,769 0 0 0 0 0 0 0	2011 3 51,988,24 23,492,85 4 129,93 9 5,717,60 2011 2011	6 51,621,1151 6	50,797,935 22,866,247 2,205,530 161,719 5,364,509 0 2013 0 0	50.464.171 21.609.515 2.203.4325 168.307 5,196.226 0 2014 0 0 0 0	50.159,656 21.210,620 21.210,620 2.201,335 194,633 5,033,222 0 0 0 0 0	3 49,879,64 20,199,24 177,54 24,875,33 2016	5 49,665,723 20,602,080 20,602,080 3 196,881 4,722,39 2017	44 49,451,917 20,267,797 7 20,267,797 7 20,267,797 7 20,195,053 3 215,523 3 4,574,25 0 0 2 2018 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	3 49,243,80 8 19,916,25 8 19,916,25 8 2,192,96 4 234,463 3 4,430,76 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	1 49,025,77 19,701,53 8 2,190,88 8 2,190,88 8 205,07 0 4,291,7€	2021 91 48,808,955 21 21,388,79 22 221,277 93 4,157,133 0 10 10 0 10 0 10 0 10 0 10 0 10	2022 2 48,600,117 3 18,955,613 7 2,186,714 5 242,857 7 4,026,729 0 0 0 0 0 0 0 228,177
vings/Cost/Profit Recurring Costs A Recurring Costs A Recurring Costs A Recurring Costs A Recurring Cost A Recurring Savings A Recurring Costs A Recurring Costs A Recurring Cost A Recurring Cost A Recurring Revenue A Recurring Revenue A Recurring Revenue A Recurring Costs A Recurring Revenue A Recurring Costs A Recurring Costs A Recurring Revenue A Recurring Costs	2004 31,297,461 26,859,158 1,883,157 0 0 0 2004 2004 0 814,262 0 0	98.914536 2005 31,270,807 26,970,488 1,881,365 215,782 0 0 0 0 0 0 0 0 0	25.55144178 31,190,049 2006 53,534,003 26,979,496 1,879,575 212,370 6,705,383 0 0 0 0 0 0 0 0	92.302693 88 2007 53,410,814 26,935,856 1,877,787 116,944 6,495,037	2008 4 53,237,879 9 26,815,649 7 1,876,000 9 (6,291,289) 1 2008 1 12,690,210 1 2008 1 10,530 1 10,530	52,486,238 24,013,155 2,213,944 88,457 6,093,934 0 2009 6,867,283 571,535 0 1,110,943	2010 52,240,178 23,766,937 2,211,836 104,874 5,902,769 0 0 0 0 0 0 0 0 0 0 0 0 0	2011 3 51,988,24 7 23,492,85 2 2,209,73 1 129,93 5,717,60 2011 2011 2011 1 857,11	6 51,621,1161,7063, 2012, 2012, 2012, 2012, 2014, 2012, 2014	S0,797,935 22,866,247 2,205,530 161,719 5,364,509 0 0 0 0 0 0	50.464.771 21.609.515 2.203.4323 168.307 5.196.226	50.159,6565 21.210,620 21.210,620 194,633 194,633 5.033,222 2015 0 0	3 49.879.64 20.937.54 2.199.24 177.54 2 4.875.33 2016 101 2016	5 49,665,72 3 20,602,06 0 2,197,14 8 196,86 1 4,722,35 0 2017 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	44 49.451.91 77 20.267.79 77 20.267.79 77 2.195.053 30 215.523 30 4.574.25 00 00 00 00 00 00 00 00 00 00 00 00 00	3 49,243,80 8 19,916,25 8 2,192,96 4 234,464 3 4,430,76 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	1 49,025,770,153 8 2,190,88 8 205,070 1 4,291,76 0 2020 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2021 9 48,808,95: 1 19,939,822 2 21,88,79 2 2 218,79 4,157,13: 0 10 0 10	2022 2 48,600,117 3 18,985,613 5 242,857 7 4,026,729 0 0 0 0 0 0 0 28,177 0 0
ceiving Facility # Roseburg Recurring Costs attent Op Cost tpatient Op Cost tpatient Op Cost or Clinical Op Cost or Clinical Op Cost vings/Cost/Profit vings/Cost/Profit curring Savings vings/Cost/Profit or Recurring Costs w Construction novate ases cant Space Demolition or Recurring Revenue vings/Cost/Profit ceiving Facility # Medford Recurring Costs	2004 31,297,461 26,859,158 1,883,157 220,677 0 0 0 2004 0 814,262 0 0	98.914536 2005 31,270,807 26,970,488 1,881,365 215,782 0 0 0 0 0 0 0 0 0 0	95.55144178 31,190,049 2006 53,534,003 26,979,496 1,879,575 272,370 6,705,383	92.302693 88 2007 53,410,814 26,935,850 1,877,787 116,944 6,495,037	2008 4 53,237,879 2 6,815,649 7 1,876,000 6 1,729 7 6,291,289 0 12,690,210 0 2008 0 12,690,210 0 0 0 2 0 0 2 0 0 2 0 0 0 10,530	52.486,238 24,013,155 22,213,944 88,457 6,093,934 0 2009 6,867,283 571,535 0 1,110,943	2010 52,240,178 23,766,937 2,211,836 104,874 5,902,769 0 0 0 0 0 0 0	2011 3 51,988,24 7 23,492,85 2 2,209,73 1 129,93 5,717,60 2011 2011 2011 1 857,11	6 51,621,1161,7063, 2012, 2012, 2012, 2012, 2014, 2012, 2014	S0,797,935 22,866,247 2,205,530 161,719 5,364,509 0 0 0 0 0 0	50.464.171 21.609.515 2.203.4325 168.307 5,196.226 0 2014 0 0 0 0	50.159,656 21.210,620 21.210,620 2.201,335 194,633 5,033,222 0 0 0 0 0	3 49.879.64 20.937.54 2.199.24 177.54 2 4.875.33 2016 2016	5 49,665,723 20,602,080 20,602,080 3 196,881 4,722,39 2017	44 49.451.91	3 49,243,80 8 19,916,25 8 19,916,25 8 2,192,96 4 234,463 3 4,430,76 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	1 49,025,770,153 8 2,190,88 8 205,070 1 4,291,76 0 2020 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2021 9 48,808,95: 1 19,939,822 2 21,88,79 2 2 218,79 4,157,13: 0 10 0 10	2022 2 48,600,117 3 18,985,613 5 242,857 7 4,026,729 0 0 0 0 0 0 0 28,177 0 0
ceiving Facility # Roseburg Recurring Costs attent Op Cost tpatient Op Cost tpatient Op Cost or Clinical Op Cost or Clinical Op Cost vings/Cost/Profit vings/Cost/Profit curring Savings vings/Cost/Profit or Recurring Costs w Construction novate ases cant Space Demolition or Recurring Revenue vings/Cost/Profit ceiving Facility # Medford Recurring Costs	2004 31,297,461 26,859,158 1,883,157 220,677 0 0 0 2004 0 814,262 0 0	98.914536 2005 31,270,807 26,970,488 1,881,365 215,782 0 0 0 0 0 0 0 0 0 0	25.55144178 31,190,049 2006 53,534,003 26,979,496 1,879,575 212,370 6,705,383 0 0 0 0 0 0 0 0	92.302693 88 2007 53,410,814 26,935,856 1,877,787 116,944 6,495,037	2008 4 53,237,879 9 26,815,649 7 1,876,000 9 (6,291,289) 1 2008 1 12,690,210 1 2008 1 10,530 1 10,530	52,486,238 24,013,155 2,213,944 88,457 6,093,934 0 2009 6,867,283 571,535 0 1,110,943	2010 52,240,178 23,766,937 2,211,836 104,874 5,902,769 0 0 0 0 0 0 0 0 0 0 0 0 0	2011 3 51,988,24 7 23,492,85 2 2,209,73 1 129,93 5,717,60 2011 2011 2011 1 857,11	6 51,621,1161,7063, 2012, 2012, 2012, 2012, 2014, 2012, 2014	S0,797,935 22,866,247 2,205,530 161,719 5,364,509 0 0 0 0 0 0	50.464.771 21.609.515 2.203.4323 168.307 5.196.226	50.159,6565 21.210,620 21.210,620 194,633 194,633 5.033,222 2015 0 0	3 49.879.64 20.937.54 2.199.24 177.54 2 4.875.33 2016 2016	5 49,665,72 3 20,602,06 0 2,197,14 8 196,86 1 4,722,35 0 2017 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	44 49.451.91 77 20.267.79 77 20.267.79 77 2.195.053 30 215.523 30 4.574.25 00 00 00 00 00 00 00 00 00 00 00 00 00	3 49,243,80 8 19,916,25 8 2,192,96 4 234,464 3 4,430,76 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	1 49,025,770,153 8 2,190,88 8 205,070 1 4,291,76 0 2020 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2021 9 48,808,95: 1 19,939,822 2 21,88,79 2 2 218,79 4,157,13: 0 10 0 10	2022 2 48,600,117 3 18,985,613 5 242,857 7 4,026,729 0 0 0 0 0 0 0 28,177 0 0
ceiving Facility # Roseburg Recurring Costs attent Op Cost total top Cost	2004 31,297,461 26,859,158 1,883,157 220,677 0 0 0 2004 0 814,262 0 0	98.914536 2005 31.270.807 26,970.488 1,881,365 215,782 0 0 0 0 0 0 0 0 0 0	25.55144178 31,190,049 2006 53,534,003 26,979,496 1,879,575 212,370 6,705,383 0 0 0 0 0 0 0 0	92.302693 88 2007 53,410,814 26,935,856 1,877,787 116,944 6,495,037	2008 4 53,237,879 9 26,815,649 7 1,876,000 9 (6,291,289) 1 2008 1 12,690,210 1 2008 1 10,530 1 10,530	52,486,238 24,013,155 2,213,944 88,457 6,093,934 0 2009 6,867,283 571,535 0 1,110,943	2010 52,240,178 23,766,937 2,211,836 104,874 5,902,769 0 0 0 0 0 0 0 0 0 0 0 0 0	2011 3 51,988,24 7 23,492,85 2 2,209,73 1 129,93 5,717,60 2011 2011 2011 1 857,11	6 51,621,1161,7063, 2012, 2012, 2012, 2012, 2014, 2012, 2014	S0,797,935 22,866,247 2,205,530 161,719 5,364,509 0 0 0 0 0 0	50.464.771 21.609.515 2.203.4325 168.307 5,196.226 2014 2014 0 0 0 0 0 0 0 0 0 0 0 0 0	50,159,656 21,210,620 21,210,620 2,201,335 194,633 5,033,222 2015 0 0 0 0 0 0	3 49,879,64 20,937,54 21,199,24 177,54 2 4,875,33 2016 2016 2016 1,687,85 15,923,95	5 49,665,72 3 20,602,06 2,197,14 8 196,81 4,722,35 0 0 2017 0 0 0 2017 0 1,667,44 15,711,24	44 49.451.91 77 20.267.79 77 20.267.79 78 2195.05 83 215.525 83 4.574.25 80 0 80 0 80 0 80 0 80 0 80 0 80 0 80	3 49,243,80 8 19,916,25 8 2,192,96 8 2,192,96 9 9 9 9 9 9 9 9 9 9 9 9 9 9 9 9 9 9	1 49,025,77 19,701,53 8 2,190,88 8 205,07 0 4,291,76 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2021 9 48,808,955 11 19,393,821 2 2,188,79 2 2,218,79 3 4,157,13 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 1,589,589 1,589,589	2022 2 48,600,117 3 18,985,613 7 2,186,714 5 242,857 7 4,026,729 0 0 0 0 0 0 0 2022 2022 5 1,569,351 1,569,3619 14,530,689
vings/Cost/Profit Recurring Costs attient Op Cost tpatient Op Cost tpatient Op Cost cost Op Cost to Clinical Op Cost trings/Cost/Profit curring Savings vings/Cost/Profit trings/Cost/Profit	2004 31,297,461 26,859,158 1,883,157 220,677 0 0 0 2004 0 814,262 0 0	98.914536 2005 31,270,807 26,970,488 1,881,365 215,782 0 0 0 0 0 0 0 0 0 0	95.55144178 31,190,049 2006 53,534,003 26,979,496 1,879,575 212,370 6,705,383 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	92.302693 88 2007 53,410,814 26,935,856 1,877,787 (0 (0 (1 157,670 (1 2007 (1,907,401 17,536,071 (1	2008 4 53,237,879 0 26,815,649 7 1,876,000 0 6,291,289 0 12,690,210 0 581,494 0 0 0 1 0,530 0 0 2008 1 1,903,849 1 1,903,849 1 17,571,263 0 0	52,486,238 24,013,155 2,213,944 88,457 6,093,934 0 2009 6,867,283 571,535 0 1,110,943 17,513,421 0 0	2010 52,240,178 23,766,937 2,211,832 104,874 5,902,769 0 0 0 0 0 0 0 0 0 0 0 0 0	2011 3 51,988,24 23,492,85 1 22,993 5,717,60 2011 2011 1 17,263,25	6 51.621.1151 6 51.621.1151 23.157.063 2 2.207.633 7 159.4555 7 159.4555 0 0 0 0 2.776.531 0 0 0 0 72.7749 0 0 0 0 72.7749 0 0 0 0 72.7749	S0,797,935 22,866,247 2,205,530 161,719 5,364,509 0 0 0 0 0 0 0 0 0 0	50.464.171 21.609.515 2.203.432 168.307 5.196.226 2014 0 0 0 0 0 0 0 0 0 0 0 0 0	50.159.656 21.210.620 21.210.620 2.201.33 194.633 5.033.222 2015 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	\$\\ 49.879.64\\ 20.937.54\\ 20.199.24\\ 177.54\\	5 49,665,72 3 20,602,06 0 2,197,14 8 196,86 1 4,722,36 0 2017 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	44 49.451.91 44 19.451.91 77 20.267.79 77 20.267.79 78 2.195.05 33 215.523 3 4.574.25 0 0 2018 0 0 0 0 0 0 0 0 0 0 1 15.488.52 0 15.488.652 0 1 1 11.95	3 49,243,80 8 19,916,25 8 2,192,963 4 234,464 3 4,430,76 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	1 49,025,77 19,701,53 8 2,190,88 8 205,07 0 4,291,76 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2021 9 48,806,951 1 19,993,822 2 2,188,79 2 2 21,277 9 4,157,131 0 1 2021 0 0 1 0 0 1 2021 5 1,589,589 0 14,771,940 7 17,322	2022 2 48,600,117 3 18,985,613 3 18,985,613 5 242,857 7 4,026,729 0 0 0 0 0 0 0
vings/Cost/Profit Recurring Costs Recurring Costs Description of Cost patient Op Cost	2004 31,297,461 26,859,158 1,883,157 220,677 0 0 0 2004 0 814,262 0 0	98.914536 2005 31.270.807 26,970.488 1,881,365 215,782 0 0 0 0 0 0 0 0 0 0	25.55144178 31,190,049 2006 53,534,003 26,979,496 1,879,575 212,370 6,705,383 0 0 0 0 0 0 0 0	92.302693 88 2007 53,410,814 26,935,856 1,877,787 116,944 6,495,037	2008 4 53,237,879 9 26,815,649 7 1,876,000 9 (6,291,289) 1 2008 1 12,690,210 1 2008 1 10,530 1 10,530	52,486,238 24,013,155 2,213,944 88,457 6,093,934 0 2009 6,867,283 571,535 0 1,110,943	2010 52,240,178 23,766,937 2,211,836 104,874 5,902,769 0 0 0 0 0 0 0 0 0 0 0 0 0	2011 3 51,988,24 23,492,85 1 22,993 5,717,60 2011 2011 1 17,263,25	6 51.621.1151 6 51.621.1151 23.157.063 2 2.207.633 7 159.4555 7 159.4555 0 0 0 0 2.776.531 0 0 0 0 72.7749 0 0 0 0 72.7749 0 0 0 0 72.7749	S0,797,935 22,866,247 2,205,530 161,719 5,364,509 0 0 0 0 0 0	50.464.771 21.609.515 2.203.4325 168.307 5,196.226 2014 2014 0 0 0 0 0 0 0 0 0 0 0 0 0	50,159,656 21,210,620 21,210,620 2,201,335 194,633 5,033,222 2015 0 0 0 0 0 0	\$\\ 49.879.64\\ 20.937.54\\ 20.199.24\\ 177.54\\	5 49,665,72 3 20,602,06 2,197,14 8 196,81 4,722,35 0 0 2017 0 0 0 2017 0 1,667,44 15,711,24	44 49.451.91 44 19.451.91 77 20.267.79 77 20.267.79 78 2.195.05 33 215.523 3 4.574.25 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	3 49,243,80 8 19,916,25 8 2,192,963 4 234,464 3 4,430,76 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	1 49,025,77 19,701,53 8 2,190,88 8 205,07 0 4,291,76 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2021 9 48,806,951 1 19,993,822 2 2,188,79 2 2 21,277 9 4,157,131 0 1 2021 0 0 1 0 0 1 2021 5 1,589,589 0 14,771,940 7 17,322	2022 2 48,600,117 3 18,985,613 3 18,985,613 5 242,857 7 4,026,729 0 0 0 0 0 0 0
vings/Cost/Profit Recurring Costs attent Op Cost attent Op	2004 31,297,461 26,859,158 1,883,157 220,677 0 0 0 2004 0 814,262 0 0	98.914536 2005 31,270,807 26,970,488 1,881,365 215,782 0 0 0 0 0 0 0 0 0 0	95.55144178 31,190,049 2006 53,534,003 26,979,496 1,879,575 212,370 6,705,383 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	92.302693 88 2007 53,410,814 26,935,856 1,877,787 (0 (0 (1 157,670 (1 2007 (1,907,401 17,536,071 (1	2008 4 53,237,879 0 26,815,649 7 1,876,000 0 6,291,289 0 12,690,210 0 581,494 0 0 0 1 0,530 0 0 2008 1 1,903,849 1 1,903,849 1 17,571,263 0 0	52,486,238 24,013,155 2,213,944 88,457 6,093,934 0 2009 6,867,283 571,535 0 1,110,943 17,513,421 0 0	2010 52,240,178 23,766,937 2,211,832 104,874 5,902,769 0 0 0 0 0 0 0 0 0 0 0 0 0	2011 3 51,988,24 23,492,85 1 22,993 5,717,60 2011 2011 1 17,263,25	6 51.621.1151 6 51.621.1151 23.157.063 2 2.207.633 7 159.4555 7 159.4555 0 0 0 0 2.776.531 0 0 0 0 72.7749 0 0 0 0 72.7749 0 0 0 0 72.7749	S0,797,935 22,866,247 2,205,530 161,719 5,364,509 0 0 0 0 0 0 0 0 0 0	50.464.171 21.609.515 2.203.432 168.307 5.196.226 2014 0 0 0 0 0 0 0 0 0 0 0 0 0	50.159.656 21.210.620 21.210.620 2.201.33 194.633 5.033.222 2015 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	\$\\ 49.879.64\\ 20.937.54\\ 20.199.24\\ 177.54\\	5 49,665,72 3 20,602,06 0 2,197,14 8 196,86 1 4,722,36 0 2017 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	44 49.451.91 44 19.451.91 77 20.267.79 77 20.267.79 78 2.195.05 33 215.523 3 4.574.25 0 0 2018 0 0 0 0 0 0 0 0 0 0 1 15.488.52 0 15.488.652 0 1 1 11.95	3 49,243,80 8 19,916,25 8 2,192,963 4 234,464 3 4,430,76 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	1 49,025,77 19,701,53 8 2,190,88 8 205,07 0 4,291,76 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2021 9 48,806,951 1 19,993,822 2 2,188,79 2 2 21,277 9 4,157,131 0 1 2021 0 0 1 0 0 1 2021 5 1,589,589 0 14,771,940 7 17,322	2022 2 48,600,117 3 18,985,613 3 18,985,613 5 242,857 7 4,026,729 0 0 0 0 0 0 0
vings/Cost/Profit ceiving Facility # Roseburg Recurring Costs attent Op Cost tpatient Op Cost tpatient Op Cost or Clinical Op Cost or Clinical Op Cost vings/Cost/Profit vings/Cost/Profit curring Savings vings/Cost/Profit or Recurring Costs w Construction novate ases cant Space Demolition or Recurring Revenue vings/Cost/Profit ceiving Facility # Medford Recurring Costs attent Op Cost tpatient Op Cost tpatient Op Cost tpatient Op Cost cant Space Op Cost vings/Cost/Profit curring Costs cant Space Op Cost vings/Cost/Profit curring Savings	2004 31,297,461 26,859,158 1,883,157 220,677 0 0 0 2004 0 0 0 2004 779 0 0 0 0	98.914536 2005 31,270,807 26,970,488 1,881,365 215,782 0 0 0 1 2005 27815464 0 0 0 0 0 0 0 0 0	95.55144178 31,190,049 2006 53,534,003 26,979,496 1,879,575 212,370 6,705,383 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	92.302693 88 2007 53,410,814 26,935,856 1,877,787 (0 (0 (1 157,670 (1 2007 (1,907,401 17,536,071 (1	2008 4 53,237,879 0 26,815,649 7 1,876,000 0 6,291,289 0 12,690,210 0 581,494 0 0 0 1 0,530 0 0 2008 1 1,903,849 1 1,903,849 1 17,571,263 0 0	52,486,238 24,013,155 2,213,944 88,457 6,093,934 0 2009 6,867,283 571,535 0 1,110,943 17,513,421 0 0	2010 52,240,178 23,766,937 104,874 5,902,769 2010 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2011 3 51,988,24 7 23,492,85 1 22,99,73 1 129,93 5,717,60 2011 2011 1 857,111 1 17,263,25 1 17,263,25 1 17,263,25 1 17,263,25	6 51.621.1151 6 51.621.1151 23.157.063 2 2.207.633 7 159.4555 7 159.4555 0 0 0 0 2.776.531 0 0 0 0 72.7749 0 0 0 0 72.7749 0 0 0 0 72.7749	S0,797,935 22,866,247 2,205,530 161,719 5,364,509 0 0 0 0 0 0 0 0 0 0	50.464.171 21.609.515 2.203.432 168.307 5.196.226 2014 0 0 0 0 0 0 0 0 0 0 0 0 0	50.159,656 21,210,620 2,201,335 194,633 5,033,222 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	3 49.879.646 2,199.24 177.549	5 49,665,72 3 20,602,06 0 2,197,14 8 196,86 1 4,722,36 0 2017 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	44 49.451.91 44 19.451.91 77 20.267.79 77 20.267.79 78 2.195.05 33 215.523 3 4.574.25 0 0 2018 0 0 0 0 0 0 0 0 0 0 1 15.488.52 0 15.488.652 0 1 1 11.95	3 49,243,80 8 19,916,25 8 2,192,963 4 234,464 3 4,430,76 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	1 49,025,77 19,701,53 8 2,190,88 8 205,07 0 4,291,76 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2021 9 48,806,951 1 19,993,822 2 2,188,79 2 2 21,277 9 4,157,131 0 1 2021 0 0 1 0 0 1 2021 5 1,589,589 0 14,771,940 7 17,322	2022 2 48,600,117 3 18,985,613 3 18,985,613 5 242,857 7 4,026,729 0 0 0 0 0 0 0
vings/Cost/Profit Recurring Costs Recurring Costs Retient Op Cost totalient Op Cost control op Cost vings/Cost/Profit curring Savings vings/Cost/Profit n Recurring Costs w Construction novate ases cant Space Demolition n Recurring Revenue vings/Cost/Profit Recurring Costs attent Op Cost totalient Op Cost courings/Cost/Profit curring Savings	2004 31,297,461 26,859,158 1,883,157 220,677 0 0 0 2004 0 814,262 0 0	98.914536 2005 31,270,807 26,970,488 1,881,365 215,782 0 0 0 0 0 0 0 0 0 0	95.55144178 31,190,049 2006 53,534,003 26,979,496 1,879,575 212,370 6,705,383 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	92.302693 88 2007 53,410,814 26,935,85(1,877,787 116,944 6,495,037 (((((((((((((((((((2008 4 53,237,879 0 26,815,649 7 1,876,000 0 6,291,289 0 12,690,210 0 581,494 0 0 0 1 0,530 0 0 2008 1 1,903,849 1 1,903,849 1 17,571,263 0 0	52,486,238 24,013,155 2,213,944 88,457 6,093,934 0 2009 6,867,283 571,535 0 1,110,943 17,513,421 0 0	2010 52,240,178 23,766,937 2,211,832 104,874 5,902,769 0 0 0 0 0 0 0 0 0 0 0 0 0	2011 3 51,988,24 7 23,492,85 1 22,99,73 1 129,93 5,717,60 2011 2011 1 857,111 1 17,263,25 1 17,263,25 1 17,263,25 1 17,263,25	6 51.621.1151 6 51.621.1151 23.157.063 2 2.207.633 7 159.4555 7 159.4555 0 0 0 0 2.776.531 0 0 0 0 72.7749 0 0 0 0 72.7749 0 0 0 0 72.7749	S0,797,935 22,866,247 2,205,530 161,719 5,364,509 0 0 0 0 0 0 0 0 0 0	50.464.171 21.609.515 2.203.432 168.307 5.196.226 2014 0 0 0 0 0 0 0 0 0 0 0 0 0	50,159,656 21,210,620 2,201,335 194,633 5,033,222 2015 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	3 49.879.646 2,199.24 177.549	5 49,665,72 3 20,602,06 0 2,197,14 8 196,86 1 4,722,36 0 2017 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	44 49.451.91 77 20.267,797 70 20.267,797 70 20.267,797 70 20.267,797 70 20.267,797 30 215,525 30 215,525 4,574,25 00 0 00 0 00 0 00 0 00 0 00 0 00 0 00 0 00 0 00 0 15,488,05 00 0 15,488,05 15,4	3 49,243,80 8 19,916,25 8 19,916,25 8 2,192,96 8 1,430,76 9 9 9 9 9 9 9 9 9 9 9 9 9 9 9 9 9 9 9	1 49,025,77 19,701,53 8 2,190,88 8 205,07 0 4,291,76 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2021 9 48,806,951 1 19,993,822 2 2,188,79 2 2 21,277 9 4,157,131 0 1 2021 0 0 1 0 0 1 2021 5 1,589,589 0 14,771,940 7 17,322	2022 2 48,600,117 3 18,985,613 3 18,985,613 5 242,857 4,026,729 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0
vings/Cost/Profit Recurring Costs attent Op Cost tpatient Op Cost to Clinical Op Cost cant Space Op Cost vings/Cost/Profit curring Savings vings/Cost/Profit n Recurring Costs we Construction novate ases cant Space Demolition n Recurring Revenue vings/Cost/Profit ceiving Savings vings/Cost/Profit cost Cost/Profit cost Cost/Profit cost Cost/Profit cost Cost/Profit	2004 31,297,461 26,859,158 1,883,157 220,677 0 0 0 2004 0 0 0 2004 779 0 0 0 0	98.914536 2005 31,270,807 26,970,488 1,881,365 215,782 0 0 0 1 2005 27815464 0 0 0 0 0 0 0 0 0	95.55144178 31,190,049 2006 53,534,003 26,979,496 1,879,575 212,370 6,705,383 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	92.302693 88 2007 53,410,814 26,935,85(1,877,787 116,944 6,495,037 (((((((((((((((((((2008 4 53,237,879 9 26,815,649 7 1,876,000 9 2008 2008 1 2,690,210 1 581,494 1 0 0 1 0 0 2008 1 1,903,849 1 1,903,849 1 1,903,849 1 1,903,849 1 1,571,263 0 0 0 0 0 0 0 0	52,486,238 24,013,155 2,213,944 88,457 6,093,934 0 2009 6,867,283 571,535 0 1,110,943 17,513,421 0 0	2010 52,240,178 23,766,937 104,874 5,902,769 2010 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2011 3 51,988,24 7 23,492,85 1 22,99,73 1 129,93 5,717,60 2011 2011 1 857,111 1 17,263,25 1 17,263,25 1 17,263,25 1 17,263,25	6 51,621,1161 6 51,621,1161 1 23,157,063 2 2,207,630 7 159,455 1 18,016,771 1 15,609,147 0 0 0 2,776,531 0 0 0 7,749 0 0 0 2,776,531 0 0 0 1,2012 4 1,805,498 9 17,015,117 0 0 0 1 367,016	S0,797,935 22,866,247 2,205,530 161,719 5,364,509 0 0 0 0 0 0 0 0 0 0	50.464.171 21.609.515 2.203.4322 168.307 5.196.226 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	50.159,656 21,210,620 2,201,335 194,633 5,033,222 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	3 49.879.646 2,199.24 177.549	5 49,665,72 3 20,602,08 9 2,197,14 8 196,85 1 4,722,35 9 2017 9 1,667,44 8 15,711,24 9 1,10,008 8 314,44	44 49.451.91 77 20.267,797 70 20.267,797 70 20.267,797 70 20.267,797 70 20.267,797 30 215,525 30 215,525 4,574,25 00 0 00 0 00 0 00 0 00 0 00 0 00 0 00 0 00 0 00 0 15,488,05 00 0 15,488,05 15,488,05 15,488,05 15,488,05 15,488,05 15,488,05 16,488,0	3 49,243,80 8 19,916,25 8 19,916,25 8 2,192,96 4 234,46 3 4,430,76 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	1 49,025,77 19,701,53 8 2,190,83 8 205,07 0 4,291,76 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2021 9 45,806,952 11 19,939,8212 2 218,879 2 2 21,279 9 4,157,13 0 2021 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2022 2 48,600,117 3 18,985,613 3 18,985,613 5 242,857 4,026,729 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0
vings/Cost/Profit ceiving Facility # Roseburg Recurring Costs attent Op Cost tpatient Op Cost tpatient Op Cost or Clinical Op Cost vings/Cost/Profit curring Savings vings/Cost/Profit we Construction novate ases cant Space Demolition or Recurring Costs we Construction novate ases cant Space Demolition or Recurring Revenue vings/Cost/Profit ceiving Facility # Medford Recurring Costs attent Op Cost tpatient Op Cost tpatient Op Cost tratical Op Cost cant Space Op Cost vings/Cost/Profit curring Savings vings/Cost/Profit curring Savings vings/Cost/Profit	2004 31,297,461 26,859,158 1,883,157 220,677 0 0 0 2004 0 0 0 2004 779 0 0 0 0	98.914536 2005 31,270,807 26,970,488 1,881,365 215,782 0 0 0 1 2005 27815464 0 0 0 0 0 0 0 0 0	95.55144178 31,190,049 2006 53,534,003 26,979,496 1,879,575 212,370 6,705,383 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	92.302693 88 2007 53,410,814 26,935,85(1,877,787 116,944 6,495,037 (((((((((((((((((((2008 4 53,237,879 9 26,815,649 7 1,876,000 9 2008 2008 1 2,690,210 1 581,494 1 0 0 1 0 0 2008 1 1,903,849 1 1,903,849 1 1,903,849 1 1,903,849 1 1,571,263 0 0 0 0 0 0 0 0	52,486,238 24,013,155 2,213,944 88,457 6,093,934 0 2009 6,867,283 571,535 0 1,110,943 17,513,421 0 0	2010 52,240,178 23,766,937 104,874 5,902,769 2010 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2011 3 51,988,24 7 23,492,85 1 22,99,73 1 129,93 5,717,60 2011 2011 1 857,111 1 17,263,25 1 17,263,25 1 17,263,25 1 17,263,25	6 51,621,1161 6 51,621,1161 1 23,157,063 2 2,207,630 7 159,455 1 18,016,771 1 15,609,147 0 0 0 2,776,531 0 0 0 7,749 0 0 0 2,776,531 0 0 0 1,2012 4 1,805,498 9 17,015,117 0 0 0 1 367,016	S0,797,935 22,866,247 2,205,530 161,719 5,364,509 0 0 0 0 0 0 0 0 0 0	50.464.171 21.609.515 2.203.4322 168.307 5.196.226 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	50.159,656 21,210,620 2,201,335 194,633 5,033,222 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	3 49.879.646 2,199.24 177.549	5 49,665,72 3 20,602,08 9 2,197,14 8 196,85 1 4,722,35 9 2017 9 1,667,44 8 15,711,24 9 1,10,008 8 314,44	44 49.451.91 77 20.267,797 70 20.267,797 70 20.267,797 70 20.267,797 70 20.267,797 30 215,525 30 215,525 4,574,25 00 0 00 0 00 0 00 0 00 0 00 0 00 0 00 0 00 0 00 0 15,488,05 00 0 15,488,05 15,488,05 15,488,05 15,488,05 15,488,05 15,488,05 16,488,0	3 49,243,80 8 19,916,25 8 19,916,25 8 2,192,96 4 234,46 3 4,430,76 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	1 49,025,77 19,701,53 8 2,190,83 8 205,07 0 4,291,76 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2021 9 45,806,952 11 19,939,8212 2 218,879 2 2 21,279 9 4,157,13 0 2021 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2022 2 48,600,117 3 18,985,613 3 18,985,613 5 242,857 4,026,729 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0
vings/Cost/Profit ceiving Facility # Roseburg Recurring Costs attent Op Cost tpatient Op Cost tpatient Op Cost or Clinical Op Cost vings/Cost/Profit curring Savings vings/Cost/Profit we Construction novate ases cant Space Demolition or Recurring Costs we Construction novate ases cant Space Demolition or Recurring Revenue vings/Cost/Profit ceiving Facility # Medford Recurring Costs attent Op Cost tpatient Op Cost tpatient Op Cost tratical Op Cost cant Space Op Cost vings/Cost/Profit curring Savings vings/Cost/Profit curring Savings vings/Cost/Profit	2004 31,297,461 26,859,158 1,883,157 220,677 0 0 0 2004 0 814,262 0 0 0 0	98.914536 2005 31,270,807 26,970,488 1,881,365 215,782 0 0 0 0 0 0 0 0 0	25.55144178 31,190,049 2006 53,534,003 26,979,496 1,879,575 212,370 6,705,383 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	92.302693 88 2007 53,410,814 26,935,850 1,877,787 116,944 6,495,037 (((((157,670 () (1,907,401 17,536,071 () (428,378	2008 4 53,237,879 2 6,815,649 7 1,876,000 6 17,29 7 6,291,289 0 12,690,210 0 581,494 0 0 10,530 0 10,530 0 0 0 2008 1 1,990,210 0 10,530 0 10,530	52,486,238 24,013,155 2,213,944 88,457 6,093,934 0 2009 6,867,283 571,535 0 1,110,943 0 2009 1,889,953 17,513,421 00 402,689	2010 52,240,178 23,766,937 2,211,832 104,874 5,902,769 0 0 0 0 0 0 0 0 0 0 0 0 0	2011 3 51,988,24 23,492,85 4 229,492,85 1 29,93 9 5,717,60 2011 2011 2011 1,857,11 17,263,25 17,263,25	6 51,621,115 6 51,621,115 1 23,157,063 2 2,207,630 7 159,455 1 18,016,777 1 15,809,147 0 0 0 2,776,531 0 0 72,749 0 0 0 2,776,531 0 0 0 2,776,531 0 0 0 2,776,531 0 0 0 3,72,749	S0,797,935 22,866,247 2,205,530 161,719 5,364,509 0 0 0 0 0 0 0 0 0 0	50.464.171 21.609.515 2.203.4323 168.307 5,196.226 0 0 2014 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	50.159.656 21.210.620 21.210.620 2.201.335 194.633 195.633 195.633 195.633 195.633 195.633 195.633 195.633 195.63	3 49.879.64 20.937.54 177.54	2017 2017 2017 2017 2017 2017 2017 2017 2017 2017 2017 2017 2017 2017 2017 2017 2017	44 49.451.91 72 20.267,79 72 20.267,79 72 2.195,05 33 215,523 34,574,25 0 0 0 0 0 0 0 0 0 0	3 49,243,80 8 19,916,25 8 19,916,25 8 2,192,96 4 234,463 4 430,76 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	1 49,025,77 19,701,53 8 2,190,88 8 205,07 0 4,291,76 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2021 91 48,808,955 12 19,393,822 2 2,188,79 2 221,277 9 4,157,133 0	2022 2 48,690,117 3 18,955,613 7 2,186,714 5 242,857 7 4,026,729 0 0 0 0 0 0 0 0 0 0 1,593,351 14,530,689 0 0 0 1 2,593,351 1 4,530,689 0 0 0 0 0 0
avings/Cost/Profit Recurring Costs patient Op Cost utpatient Op C	2004 31,297,461 26,859,158 1,883,157 220,677 0 0 0 2004 0 0 0 2004 779 0 0 0 0	98.914536 2005 31,270,807 26,970,488 1,881,365 215,782 0 0 2005 27815464 0 0 0 0 0 0 0 0 0	95.55144178 31,190,049 2006 53,534,003 26,979,496 1,879,575 212,370 6,705,383 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	92.302693 88 2007 53,410,814 26,935,85(1,877,787 116,944 6,495,037 (((((((((((((((((((2008 4 53,237,879 9 26,815,649 7 1,876,000 9 2008 2008 1 2,690,210 1 581,494 1 0 0 1 0 0 2008 1 1,903,849 1 1,903,849 1 1,903,849 1 1,903,849 1 1,571,263 0 0 0 0 0 0 0 0	52,486,238 24,013,155 2,213,944 88,457 6,093,934 0 2009 6,867,283 571,535 0 1,110,943 17,513,421 0 0	2010 52,240,178 23,766,937 104,874 5,902,769 2010 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2011 3 51,988,24 7 23,492,85 1 22,99,73 1 129,93 5,717,60 2011 2011 1 857,111 1 17,263,25 1 17,263,25 1 17,263,25 1 17,263,25	6 51,621,1161 6 51,621,1161 1 23,157,063 2 2,207,630 7 159,455 1 18,016,771 1 15,609,147 0 0 0 2,776,531 0 0 0 7,749 0 0 0 2,776,531 0 0 0 1,2012 4 1,805,498 9 17,015,117 0 0 0 1 367,016	S0,797,935 22,866,247 2,205,530 161,719 5,364,509 0 0 0 0 0 0 0 0 0 0	50.464.171 21.609.515 2.203.4322 168.307 5.196.226 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	50.159,656 21,210,620 2,201,335 194,633 5,033,222 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	3 49.879.646 2,199.24 177.549	5 49,665,72 3 20,602,08 9 2,197,14 8 196,85 1 4,722,35 9 2017 9 1,667,44 8 15,711,24 9 1,10,008 8 314,44	44 49.451.91 77 20.267,797 70 20.267,797 70 20.267,797 70 20.267,797 70 20.267,797 30 215,525 30 215,525 4,574,25 00 0 00 0 00 0 00 0 00 0 00 0 00 0 00 0 00 0 00 0 15,488,05 00 0 15,488,05 15,488,05 15,488,05 15,488,05 15,488,05 15,488,05 16,488,0	3 49,243,80 8 19,916,25 8 19,916,25 8 2,192,96 4 234,46 3 4,430,76 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	1 49,025,77 19,701,53 8 2,190,83 8 205,07 0 4,291,76 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2021 9 45,806,952 11 19,939,8212 2 218,879 2 2 21,279 9 4,157,13 0 2021 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2022 2 48,600,117 3 18,985,613 3 18,985,613 5 242,857 4,026,729 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0
avings/Cost/Profit Recurring Costs Recurring Costs patient Op Cost utpatient Op Cost	2004 31,297,461 26,859,158 1,883,157 220,677 0 0 0 2004 0 814,262 0 0 0 0	98.914536 2005 31,270,807 26,970,488 1,881,365 215,782 0 0 0 0 0 0 0 0 0	25.55144178 31,190,049 2006 53,534,003 26,979,496 1,879,575 212,370 6,705,383 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	92.302693 88 2007 53,410,814 26,935,850 1,877,787 116,944 6,495,037 (((((157,670 () (1,907,401 17,536,071 () (428,378	2008 4 53,237,879 2 6,815,649 7 1,876,000 6 17,29 7 6,291,289 0 12,690,210 0 581,494 0 0 10,530 0 10,530 0 0 0 2008 1 1,990,210 0 10,530 0 10,530	52,486,238 24,013,155 2,213,944 88,457 6,093,934 0 2009 6,867,283 571,535 0 1,110,943 0 2009 1,889,953 17,513,421 00 402,689	2010 52,240,178 23,766,937 2,211,832 104,874 5,902,769 0 0 0 0 0 0 0 0 0 0 0 0 0	2011 3 51,988,24 23,492,85 4 229,492,85 1 29,93 9 5,717,60 2011 2011 2011 1,857,11 17,263,25 17,263,25	6 51,621,115 6 51,621,115 1 23,157,063 2 2,207,630 7 159,455 1 18,016,777 1 15,809,147 0 0 0 2,776,531 0 0 72,749 0 0 0 2,776,531 0 0 0 2,776,531 0 0 0 2,776,531 0 0 0 3,72,749	S0,797,935 22,866,247 2,205,530 161,719 5,364,509 0 0 0 0 0 0 0 0 0 0	50.464.171 21.609.515 2.203.4323 168.307 5,196.226 0 0 2014 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	50.159.656 21.210.620 21.210.620 2.201.335 194.633 195.633 195.633 195.633 195.633 195.633 195.633 195.633 195.63	3 49.879.64 20.937.54 177.54	2017 2017 2017 2017 2017 2017 2017 2017 2017 2017 2017 2017 2017 2017 2017 2017 2017	44 49.451.91 72 20.267,79 72 20.267,79 72 2.195,05 33 215,523 34,574,25 0 0 0 0 0 0 0 0 0 0	3 49,243,80 8 19,916,25 8 19,916,25 8 2,192,96 4 234,463 4 430,76 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	1 49,025,77 19,701,53 8 2,190,88 8 205,07 0 4,291,76 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2021 91 48,808,955 12 19,393,822 2 2,188,79 2 221,277 9 4,157,133 0	2022 2 48,690,117 3 18,955,613 7 2,186,714 5 242,857 7 4,026,729 0 0 0 0 0 0 0 0 0 0 1,593,351 14,530,689 0 0 0 1 2,593,351 1 4,530,689 0 0 0 0 0 0
eceiving Facility # Roseburg Recurring Costs patient Op Cost utpatient Op Cost utpat	2004 31,297,461 26,859,158 1,883,157 220,677 0 0 0 2004 0 814,262 0 0 0 0	98.914536 2005 31,270,807 26,970,488 1,881,365 215,782 0 0 2005 27815464 0 0 0 0 0 0 0 0 0	25.55144178 31,190,049 2006 53,534,003 26,979,496 1,879,575 212,370 6,705,383 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	92.302693 88 2007 53,410,814 26,935,850 1,877,787 116,944 6,495,037 (((((157,670 () (1,907,401 17,536,071 () (428,378	2008 4 53,237,879 2 6,815,649 7 1,876,000 6 17,29 7 6,291,289 0 12,690,210 0 581,494 0 0 10,530 0 10,530 0 0 0 2008 1 1,990,210 0 10,530 0 10,530	52,486,238 24,013,155 2,213,944 88,457 6,093,934 0 2009 6,867,283 571,535 0 1,110,943 0 2009 1,889,953 17,513,421 00 402,689	2010 52,240,178 23,766,937 2,211,832 104,874 5,902,769 0 0 0 0 0 0 0 0 0 0 0 0 0	2011 3 51,988,24 23,492,85 4 229,492,85 1 29,93 9 5,717,60 2011 2011 2011 1,857,11 17,263,25 17,263,25	6 51,621,115 6 51,621,115 1 23,157,063 2 2,207,630 7 159,455 1 18,016,777 1 15,809,147 0 0 0 2,776,531 0 0 72,749 0 0 0 2,776,531 0 0 0 2,776,531 0 0 0 2,776,531 0 0 0 3,72,749	S0,797,935 22,866,247 2,205,530 161,719 5,364,509 0 0 0 0 0 0 0 0 0 0	50.464.171 21.609.515 2.203.4323 168.307 5,196.226 0 0 2014 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	50.159.656 21.210.620 21.210.620 2.201.335 194.633 195.633 195.633 195.633 195.633 195.633 195.633 195.633 195.63	3 49.879.64 20.937.54 177.54	2017 2017 2017 2017 2017 2017 2017 2017 2017 2017 2017 2017 2017 2017 2017 2017 2017	44 49.451.91 72 20.267,79 72 20.267,79 72 2.195,05 33 215,523 34,574,25 0 0 0 0 0 0 0 0 0 0	3 49,243,80 8 19,916,25 8 19,916,25 8 2,192,96 4 234,463 4 430,76 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	1 49,025,77 19,701,53 8 2,190,88 8 205,07 0 4,291,76 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2021 91 48,808,955 12 19,393,822 2 2,188,79 2 221,277 9 4,157,133 0	2022 2 48,690,117 3 18,955,613 7 2,186,714 5 242,857 7 4,026,729 0 0 0 0 0 0 0 0 0 0 1,593,351 14,530,689 0 0 0 1 2,593,351 1 4,530,689 0 0 0 0 0 0
vings/Cost/Profit ceiving Facility # Roseburg Recurring Costs actient Op Cost tipatient Op Cost tipatient Op Cost or Clinical Op Cost vings/Cost/Profit curring Savings vings/Cost/Profit on Recurring Costs on Recurring Costs on Recurring Revenue vings/Cost/Profit ceivings/Cost/Profit ceivings/Cost/Profit ceiving Facility # Medford Recurring Costs actient Op Cost tipatient Op Cost tipatient Op Cost or Clinical Op Cost vings/Cost/Profit curring Savings vings/Cost/Profit curring Savings vings/Cost/Profit curring Savings vings/Cost/Profit curring Savings vings/Cost/Profit on Recurring Costs vings/Cost/Profit on Recurring Costs	2004 31,297,461 26,859,158 1,883,157 220,677 0 0 0 2004 0 814,262 0 0 0 0	98.914536 2005 31,270,807 26,970,488 1,881,365 215,782 0 0 2005 27815464 0 0 0 0 0 0 0 0 0	25.55144178 31,190,049 2006 53,534,003 26,979,496 1,879,575 212,370 6,705,383 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	92.302693 88 2007 53,410,814 26,935,850 1,877,787 116,944 6,495,037 (((((157,670 () (1,907,401 17,536,071 () (428,378	2008 4 53,237,879 2 6,815,649 7 1,876,000 6 17,29 7 6,291,289 0 12,690,210 0 581,494 0 0 10,530 0 10,530 0 0 0 2008 1 1,990,210 0 10,530 0 10,530	52,486,238 24,013,155 2,213,944 88,457 6,093,934 0 2009 6,867,283 571,535 0 1,110,943 0 2009 1,889,953 17,513,421 00 402,689	2010 52,240,178 23,766,937 2,211,832 104,874 5,902,769 0 0 0 0 0 0 0 0 0 0 0 0 0	2011 3 51,988,24 23,492,85 1 22,993 1 129,93 1 5,717,60 2011 2011 2011 1 17,263,25 2011 2011 2011	6 51,621,115 6 51,621,115 1 23,157,063 2 2,207,630 7 159,455 1 18,016,777 1 15,809,147 0 0 0 2,776,531 0 0 72,749 0 0 0 2,776,531 0 0 0 2,776,531 0 0 0 2,776,531 0 0 0 3,72,749	S0,797,935 22,866,247 2,205,530 161,719 5,364,509 0 0 0 0 0 0 0 0 0 0	50.464.171 21.609.515 2.203.4323 168.307 5,196.226 0 0 2014 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	50.159.656 21.210.620 21.210.620 2.201.335 194.633 195.633 195.633 195.633 195.633 195.633 195.633 195.633 195.63	3 49.879.64 20.937.54 2.199.24 177.54 177.54 2 4.875.33 2016 2016 1.687.85 1.687.85 2.487.33	2017 2017 2017 2017 2017 2017 2017 2017 2017 2017 2017 2017 2017 2017 2017 2017 2017	44 49.451.91 72 20.267,79 72 20.267,79 72 2.195,05 33 215,523 34,574,25 0 0 0 0 0 0 0 0 0 0	3 49,243,80 8 19,916,25 8 19,916,25 8 2,192,96 4 234,463 4 430,76 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	1 49,025,77 19,701,53 8 2,190,88 8 205,07 0 4,291,76 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2021 91 48,808,955 12 19,393,822 2 2,188,79 2 221,277 9 4,157,133 0	2022 2 48,690,117 3 18,955,613 7 2,186,714 5 242,857 7 4,026,729 0 0 0 0 0 0 0 0 0 0 1,593,351 14,530,689 0 0 0 1 2,593,351 1 4,530,689 0 0 0 0 0 0
vings/Cost/Profit Recurring Costs atient Op Cost tpatient Op Cost to Cost/Profit vings/Cost/Profit turring Savings vings/Cost/Profit to Recurring Costs w Construction novate sees cant Space Demolition n Recurring Revenue vings/Cost/Profit to Recurring Revenue vings/Cost/Profit ceiving Facility # Medford Recurring Costs atient Op Cost to Clinical Op Cost to Clinical Op Cost cost/Profit ceiving Facility # Medford Recurring Costs atient Op Cost to Clinical Op Cost to Clinical Op Cost to Clinical Op Cost cost Space Op Cost vings/Cost/Profit curring Savings vings/Cost/Profit curring Savings vings/Cost/Profit to Cost to Clinical Op Cost to	2004 31,297,461 26,859,158 1,883,157 220,677 0 0 0 2004 0 814,262 0 0 0 0	98.914536 2005 31,270,807 26,970,488 1,881,365 215,782 0 0 2005 27815464 0 0 0 0 0 0 0 0 0	25.55144178 31,190,049 2006 53,534,003 26,979,496 1,879,575 212,370 6,705,383 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	92.302693 88 2007 53,410,814 26,935,850 1,877,787 116,944 6,495,037 (((((157,670 () (1,907,401 17,536,071 () (428,378	2008 4 53,237,879 2 6,815,649 7 1,876,000 6 17,29 7 6,291,289 0 12,690,210 0 581,494 0 0 10,530 0 10,530 0 0 0 2008 1 1,990,210 0 10,530 0 10,530	52,486,238 24,013,155 2,213,944 88,457 6,093,934 0 2009 6,867,283 571,535 0 1,110,943 0 2009 1,889,953 17,513,421 00 402,689	2010 52,240,178 23,766,937 2,211,832 104,874 5,902,769 C C C C C C C C C C C C C	2011 3 51,988,24 7 23,492,85 1 29,93 1 129,93 5,717,60 2011 2011 1 1,857,11 1 17,263,25 2 378,54	6 51,621,115 6 51,621,115 1 23,157,063 2 2,207,630 7 159,455 1 18,016,777 1 15,809,147 0 0 0 2,776,531 0 0 72,749 0 0 0 2,776,531 0 0 0 2,776,531 0 0 0 2,776,531 0 0 0 3,72,749	S0,797,935 22,866,247 2,205,530 161,719 5,364,509 0 0 0 0 0 0 0 0 0 0	50.464.171 21.609.515 2.203.4323 168.307 5,196.226 0 0 2014 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	50.159.656 21.210.620 21.210.620 2.201.335 194.633 195.633 195	3 49.879.64 2 2016 2 20	2017 2017 2017 2017 2017 2017 2017 2017 2017 2017 2017 2017 2017 2017 2017 2017 2017	44 49.451.91 72 20.267,79 72 20.267,79 72 2.195,05 33 215,523 34,574,25 0 0 0 0 0 0 0 0 0 0	3 49,243,80 8 19,916,25 8 19,916,25 8 2,192,96 4 234,463 4 430,76 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	1 49,025,77 19,701,53 8 2,190,88 8 205,07 0 4,291,76 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2021 91 48,808,955 12 19,393,822 2 2,188,79 2 221,277 9 4,157,133 0	2022 2 48,600,117 3 18,985,613 5 242,857 7 4,026,729 D

VISN 20	Realignment	White City	/ Nov 20	03.xls -	Step 5, Alt	2 costs

Facility being Reviewed: White City

Recurring Costs						
Recurring Costs	2004	2005	2006	2007	2008	2009
Inpatient Op Cost		22,645,718	2000	0	2008	2009
Outpatient Op Cost		17,239,654	0	0	0	0
Non Clinical Op Cost	3,646,104		0	0	0	0
Vacant Space Op Cost	2,751,464		0	0	0	0
Savings/Cost/Profit	2,731,404	2,701,973	0	0	0	0
Savings/Cosurroin	J	U	<u> </u>	U	U	
Recurring Savings						
Savings/Cost/Profit	0	0	0	0	0	C
			•			
Non Recurring Costs						
	2004	2005	2006	2007	2008	2009
New Construction	0	0	0	0	0	C
Renovate	0	0	0	0	0	C
Leases	0	0	0	0	0	0
Vacant Space Demolition	0	0	6,663,165	0	0	C
•						
Non Recurring Revenue						
Savings/Cost/Profit	0	0	0	2,484,593	0	0
Receiving Facility 1: Americ	an Lake					
	- Lune					
Recurring Costs	2004	2005	2006	2007	2008	2009
Recurring Costs	2004					
Recurring Costs Inpatient Op Cost	2004 23,175,175	2005 23,193,626 38,732,158	22,569,782	22,572,858	22,570,398	22,556,534
Recurring Costs	2004 23,175,175	23,193,626 38,732,158	22,569,782 38,335,073	22,572,858 38,771,883	22,570,398 38,424,053	22,556,534 38,545,788
Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost	2004 23,175,175 39,382,462	23,193,626 38,732,158 2,923,440	22,569,782 38,335,073 2,920,658	22,572,858 38,771,883	22,570,398 38,424,053	22,556,534 38,545,788 2,912,329
Recurring Costs Inpatient Op Cost Outpatient Op Cost	2004 23,175,175 39,382,462 2,926,224	23,193,626 38,732,158 2,923,440 105,619	22,569,782 38,335,073 2,920,658	22,572,858 38,771,883 2,917,879	22,570,398 38,424,053 2,915,102	22,556,534 38,545,788 2,912,329 65,785
Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost	2004 23,175,175 39,382,462 2,926,224 231,515	23,193,626 38,732,158 2,923,440 105,619	22,569,782 38,335,073 2,920,658 91,409	22,572,858 38,771,883 2,917,879 76,322	22,570,398 38,424,053 2,915,102 71,009	22,556,534 38,545,788 2,912,329 65,785
Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings	2004 23,175,175 39,382,462 2,926,224 231,515	23,193,626 38,732,158 2,923,440 105,619	22,569,782 38,335,073 2,920,658 91,409	22,572,858 38,771,883 2,917,879 76,322	22,570,398 38,424,053 2,915,102 71,009	22,556,534 38,545,788 2,912,329 65,785
Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit	2004 23,175,175 39,382,462 2,926,224 231,515	23,193,626 38,732,158 2,923,440 105,619 412,067	22,569,782 38,335,073 2,920,658 91,409	22,572,858 38,771,883 2,917,879 76,322	22,570,398 38,424,053 2,915,102 71,009	22,556,534 38,545,788 2,912,329 65,785
Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit	2004 23,175,175 39,382,462 2,926,224 231,515 3,572,124	23,193,626 38,732,158 2,923,440 105,619 412,067	22,569,782 38,335,073 2,920,658 91,409 0	22,572,858 38,771,883 2,917,879 76,322 0	22,570,398 38,424,053 2,915,102 71,009 0	22,556,534 38,545,788 2,912,329 65,785
Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings	2004 23,175,175 39,382,462 2,926,224 231,515 3,572,124	23,193,626 38,732,158 2,923,440 105,619 412,067	22,569,782 38,335,073 2,920,658 91,409 0	22,572,858 38,771,883 2,917,879 76,322 0	22,570,398 38,424,053 2,915,102 71,009 0	22,556,534 38,545,788 2,912,329 65,785
Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs	2004 23,175,175 39,382,462 2,926,224 231,515 3,572,124	23,193,626 38,732,158 2,923,440 105,619 412,067	22,569,782 38,335,073 2,920,658 91,409 0	22,572,858 38,771,883 2,917,879 76,322 0	22,570,398 38,424,053 2,915,102 71,009 0	22,556,534 38,545,788 2,912,329 65,785 0
Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs New Construction	2004 23,175,175 39,382,462 2,926,224 231,515 3,572,124 0 2004 7,337,076	23,193,626 38,732,158 2,923,440 105,619 412,067 0 2005 7,211,417	22,569,782 38,335,073 2,920,658 91,409 0 0 2006	22,572,858 38,771,883 2,917,879 76,322 0	22,570,398 38,424,053 2,915,102 71,009 0	22,556,534 38,545,788 2,912,329 65,785 0
Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs New Construction Renovate	2004 23,175,175 39,382,462 2,926,224 231,515 3,572,124 0 2004 7,337,076 3,208,986	23,193,626 38,732,158 2,923,440 105,619 412,067 0 2005 7,211,417 6,923,312	22,569,782 38,335,073 2,920,658 91,409 0 2006 0 3,684,384	22,572,858 38,771,883 2,917,879 76,322 0	22,570,398 38,424,053 2,915,102 71,009 0 0 2008	22,556,534 38,545,788 2,912,329 65,785 0 2009
Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs New Construction Renovate Leases	2004 23,175,175 39,382,462 2,926,224 231,515 3,572,124 0 2004 7,337,076 3,208,986 0	23,193,626 38,732,158 2,923,440 105,619 412,067 0 2005 7,211,417 6,923,312 0	22,569,782 38,335,073 2,920,658 91,409 0 2006 0 3,684,384 0	22,572,858 38,771,883 2,917,879 76,322 0 0 2007 0 2,526,142 0	22,570,398 38,424,053 2,915,102 71,009 0 0 2008 0 0	22,556,534 38,545,788 2,912,329 65,785 0 2009
Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs New Construction Renovate	2004 23,175,175 39,382,462 2,926,224 231,515 3,572,124 0 2004 7,337,076 3,208,986	23,193,626 38,732,158 2,923,440 105,619 412,067 0 2005 7,211,417 6,923,312 0	22,569,782 38,335,073 2,920,658 91,409 0 2006 0 3,684,384	22,572,858 38,771,883 2,917,879 76,322 0	22,570,398 38,424,053 2,915,102 71,009 0 0 2008	22,556,534 38,545,788 2,912,329 65,785 0 2009
Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs New Construction Renovate Leases Vacant Space Demolition	2004 23,175,175 39,382,462 2,926,224 231,515 3,572,124 0 2004 7,337,076 3,208,986 0	23,193,626 38,732,158 2,923,440 105,619 412,067 0 2005 7,211,417 6,923,312 0	22,569,782 38,335,073 2,920,658 91,409 0 2006 0 3,684,384 0	22,572,858 38,771,883 2,917,879 76,322 0 0 2007 0 2,526,142 0	22,570,398 38,424,053 2,915,102 71,009 0 0 2008 0 0	22,556,534 38,545,788 2,912,329 65,785 0 2009
Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs New Construction Renovate Leases	2004 23,175,175 39,382,462 2,926,224 231,515 3,572,124 0 2004 7,337,076 3,208,986 0	23,193,626 38,732,158 2,923,440 105,619 412,067 0 2005 7,211,417 6,923,312 0	22,569,782 38,335,073 2,920,658 91,409 0 2006 0 3,684,384 0	22,572,858 38,771,883 2,917,879 76,322 0 0 2007 0 2,526,142 0	22,570,398 38,424,053 2,915,102 71,009 0 2008 0 0 0	22,556,534 38,545,788 2,912,329 65,785 0 2009 0 0 0 0

Receiving Facility 2: New Medford

Recurring Costs						
	2004	2005	2006	2007	2008	2009
Inpatient Op Cost	485	484	1,910,667	1,907,108	1,903,557	1,889,661

Outpatient Op Cost	0	0	17,425,663	17,536,071	17,571,263	17,513,421
Non Clinical Op Cost	0	0	0	0	0	0
Vacant Space Op Cost	0	0	0	0	0	0
Savings/Cost/Profit	0	4,557,056	441,831	428,378	415,335	402,689
						_
Recurring Savings						
Savings/Cost/Profit	0	0	0	0	0	0
		•		•		•
Non Recurring Costs						
	2004	2005	2006	2007	2008	2009
New Construction	0	16,532,612	0	0	0	0
Renovate	0	0	0	0	0	0
Leases	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0
					-	
Non Recurring Revenue						
	_	0	0	0	0	0
Savings/Cost/Profit	0	U _I	U	<u>~</u>	-	
		<u> </u>	υ _l	<u> </u>		
Savings/Cost/Profit		U _I	<u> </u>	<u> </u>		
Savings/Cost/Profit Receiving Facility 3: Rosebu		2005	2006	2007	2008	2009
Savings/Cost/Profit Receiving Facility 3: Rosebu	ırg	2005	2006		2008	
Savings/Cost/Profit Receiving Facility 3: Rosebu Recurring Costs	2004 31,297,461	2005	2006 53,534,003	2007 53,410,814	2008 53,237,879	52,486,238
Savings/Cost/Profit Receiving Facility 3: Rosebu Recurring Costs Inpatient Op Cost	2004 31,297,461	2005 31,270,807	2006 53,534,003 26,979,496	2007 53,410,814 26,935,850	2008 53,237,879 26,815,649	52,486,238 24,013,155
Receiving Facility 3: Rosebu Recurring Costs Inpatient Op Cost Outpatient Op Cost	2004 31,297,461 26,859,158	2005 31,270,807 26,970,488	2006 53,534,003 26,979,496	2007 53,410,814 26,935,850	2008 53,237,879 26,815,649	52,486,238 24,013,155
Receiving Facility 3: Rosebu Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost	2004 31,297,461 26,859,158 1,883,157	2005 31,270,807 26,970,488 1,881,365	2006 53,534,003 26,979,496 1,879,575	2007 53,410,814 26,935,850 1,877,787	2008 53,237,879 26,815,649 1,876,000	52,486,238 24,013,155 2,213,944
Receiving Facility 3: Rosebu Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost	2004 31,297,461 26,859,158 1,883,157 220,677	2005 31,270,807 26,970,488 1,881,365 215,782	2006 53,534,003 26,979,496 1,879,575 212,370	2007 53,410,814 26,935,850 1,877,787 116,946	2008 53,237,879 26,815,649 1,876,000 1,729	52,486,238 24,013,155 2,213,944 248
Receiving Facility 3: Rosebu Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit	2004 31,297,461 26,859,158 1,883,157 220,677	2005 31,270,807 26,970,488 1,881,365 215,782	2006 53,534,003 26,979,496 1,879,575 212,370	2007 53,410,814 26,935,850 1,877,787 116,946	2008 53,237,879 26,815,649 1,876,000 1,729	52,486,238 24,013,155 2,213,944 248
Receiving Facility 3: Rosebu Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings	2004 31,297,461 26,859,158 1,883,157 220,677	2005 31,270,807 26,970,488 1,881,365 215,782	2006 53,534,003 26,979,496 1,879,575 212,370	2007 53,410,814 26,935,850 1,877,787 116,946	2008 53,237,879 26,815,649 1,876,000 1,729	52,486,238 24,013,155 2,213,944 248
Receiving Facility 3: Rosebu Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit	2004 31,297,461 26,859,158 1,883,157 220,677	2005 31,270,807 26,970,488 1,881,365 215,782	2006 53,534,003 26,979,496 1,879,575 212,370 0	2007 53,410,814 26,935,850 1,877,787 116,946 0	2008 53,237,879 26,815,649 1,876,000 1,729	52,486,238 24,013,155 2,213,944 248 0
Receiving Facility 3: Rosebu Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit	2004 31,297,461 26,859,158 1,883,157 220,677	2005 31,270,807 26,970,488 1,881,365 215,782	2006 53,534,003 26,979,496 1,879,575 212,370 0	2007 53,410,814 26,935,850 1,877,787 116,946 0	2008 53,237,879 26,815,649 1,876,000 1,729	52,486,238 24,013,155 2,213,944 248 0
Receiving Facility 3: Rosebu Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings	2004 31,297,461 26,859,158 1,883,157 220,677	2005 31,270,807 26,970,488 1,881,365 215,782	2006 53,534,003 26,979,496 1,879,575 212,370 0	2007 53,410,814 26,935,850 1,877,787 116,946 0	2008 53,237,879 26,815,649 1,876,000 1,729	52,486,238 24,013,155 2,213,944 248 0
Receiving Facility 3: Rosebu Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs	2004 31,297,461 26,859,158 1,883,157 220,677 0	2005 31,270,807 26,970,488 1,881,365 215,782 0	2006 53,534,003 26,979,496 1,879,575 212,370 0	2007 53,410,814 26,935,850 1,877,787 116,946 0	2008 53,237,879 26,815,649 1,876,000 1,729 0	52,486,238 24,013,155 2,213,944 248 0
Receiving Facility 3: Rosebu Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit	2004 31,297,461 26,859,158 1,883,157 220,677 0	2005 31,270,807 26,970,488 1,881,365 215,782 0	2006 53,534,003 26,979,496 1,879,575 212,370 0	2007 53,410,814 26,935,850 1,877,787 116,946 0	2008 53,237,879 26,815,649 1,876,000 1,729 0	52,486,238 24,013,155 2,213,944 248 0
Receiving Facility 3: Rosebu Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs New Construction	2004 31,297,461 26,859,158 1,883,157 220,677 0 2004 0 814,262	2005 31,270,807 26,970,488 1,881,365 215,782 0 0	2006 53,534,003 26,979,496 1,879,575 212,370 0	2007 53,410,814 26,935,850 1,877,787 116,946 0	2008 53,237,879 26,815,649 1,876,000 1,729 0	52,486,238 24,013,155 2,213,944 248 0 0 2009 3,433,641
Receiving Facility 3: Rosebu Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs New Construction Renovate Leases	2004 31,297,461 26,859,158 1,883,157 220,677 0 2004 0 814,262	2005 31,270,807 26,970,488 1,881,365 215,782 0 0 2005 42,679,814	2006 53,534,003 26,979,496 1,879,575 212,370 0	2007 53,410,814 26,935,850 1,877,787 116,946 0 2007 0 0	2008 53,237,879 26,815,649 1,876,000 1,729 0 2008 12,690,210 581,494 0	52,486,238 24,013,155 2,213,944 248 0 0 2009 3,433,641 571,535 0
Receiving Facility 3: Rosebu Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs New Construction Renovate	2004 31,297,461 26,859,158 1,883,157 220,677 0 2004 0 814,262	2005 31,270,807 26,970,488 1,881,365 215,782 0 0 2005 42,679,814 0	2006 53,534,003 26,979,496 1,879,575 212,370 0 2006 0 0	2007 53,410,814 26,935,850 1,877,787 116,946 0	2008 53,237,879 26,815,649 1,876,000 1,729 0 0 2008 12,690,210 581,494	52,486,238 24,013,155 2,213,944 248 0 0 2009 3,433,641
Savings/Cost/Profit Receiving Facility 3: Rosebu Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs New Construction Renovate Leases Vacant Space Demolition	2004 31,297,461 26,859,158 1,883,157 220,677 0 2004 0 814,262	2005 31,270,807 26,970,488 1,881,365 215,782 0 0 2005 42,679,814 0	2006 53,534,003 26,979,496 1,879,575 212,370 0 2006 0 0	2007 53,410,814 26,935,850 1,877,787 116,946 0 2007 0 0	2008 53,237,879 26,815,649 1,876,000 1,729 0 2008 12,690,210 581,494 0	52,486,238 24,013,155 2,213,944 248 0 0 2009 3,433,641 571,535 0
Receiving Facility 3: Rosebu Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs New Construction Renovate Leases	2004 31,297,461 26,859,158 1,883,157 220,677 0 2004 0 814,262	2005 31,270,807 26,970,488 1,881,365 215,782 0 0 2005 42,679,814 0 0	2006 53,534,003 26,979,496 1,879,575 212,370 0 2006 0 0 0	2007 53,410,814 26,935,850 1,877,787 116,946 0 2007 0 0	2008 53,237,879 26,815,649 1,876,000 1,729 0 2008 12,690,210 581,494 0	52,486,238 24,013,155 2,213,944 248 0 0 2009 3,433,641 571,535 0

2010	2011	2012	2013	2014	2015	2016	2017
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
		5	٥,		<u> </u>		
2010	2011	2012	2013	2014	2015	2016	2017
2010	0	0	2013	0	2013	2010	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
						<u> </u>	
	0	٥	٥١	ام	٥١	0	0
0	0	0	0	0	0	0	0
2010	2011	2012	2013	2014	2015	2016	2017
22,537,670	22,509,310	22,452,846	22,386,606	22,329,402	22,276,900	22,234,189	22,197,928
22,537,670 39,830,071	22,509,310 39,880,973	22,452,846 39,052,047	22,386,606 38,887,445	22,329,402 38,784,248	22,276,900 38,740,315	22,234,189 38,634,270	22,197,928 38,244,692
22,537,670 39,830,071 2,909,559	22,509,310 39,880,973 2,906,790	22,452,846 39,052,047 2,904,024	22,386,606 38,887,445 2,901,261	22,329,402 38,784,248 2,898,500	22,276,900 38,740,315 2,895,742	22,234,189 38,634,270 2,892,987	22,197,928 38,244,692 2,890,234
22,537,670 39,830,071 2,909,559 254,087	22,509,310 39,880,973 2,906,790 239,163	22,452,846 39,052,047 2,904,024 246,949	22,386,606 38,887,445 2,901,261 232,022	22,329,402 38,784,248 2,898,500 224,463	22,276,900 38,740,315 2,895,742 224,553	22,234,189 38,634,270 2,892,987 224,082	22,197,928 38,244,692 2,890,234 216,673
22,537,670 39,830,071 2,909,559	22,509,310 39,880,973 2,906,790	22,452,846 39,052,047 2,904,024	22,386,606 38,887,445 2,901,261	22,329,402 38,784,248 2,898,500	22,276,900 38,740,315 2,895,742	22,234,189 38,634,270 2,892,987	22,197,928 38,244,692 2,890,234
22,537,670 39,830,071 2,909,559 254,087	22,509,310 39,880,973 2,906,790 239,163	22,452,846 39,052,047 2,904,024 246,949	22,386,606 38,887,445 2,901,261 232,022	22,329,402 38,784,248 2,898,500 224,463	22,276,900 38,740,315 2,895,742 224,553	22,234,189 38,634,270 2,892,987 224,082	22,197,928 38,244,692 2,890,234 216,673
22,537,670 39,830,071 2,909,559 254,087	22,509,310 39,880,973 2,906,790 239,163 0	22,452,846 39,052,047 2,904,024 246,949	22,386,606 38,887,445 2,901,261 232,022	22,329,402 38,784,248 2,898,500 224,463	22,276,900 38,740,315 2,895,742 224,553	22,234,189 38,634,270 2,892,987 224,082	22,197,928 38,244,692 2,890,234 216,673
22,537,670 39,830,071 2,909,559 254,087	22,509,310 39,880,973 2,906,790 239,163 0	22,452,846 39,052,047 2,904,024 246,949 0	22,386,606 38,887,445 2,901,261 232,022 0	22,329,402 38,784,248 2,898,500 224,463 0	22,276,900 38,740,315 2,895,742 224,553 0	22,234,189 38,634,270 2,892,987 224,082 0	22,197,928 38,244,692 2,890,234 216,673 0
22,537,670 39,830,071 2,909,559 254,087 0	22,509,310 39,880,973 2,906,790 239,163 0	22,452,846 39,052,047 2,904,024 246,949 0	22,386,606 38,887,445 2,901,261 232,022 0	22,329,402 38,784,248 2,898,500 224,463 0	22,276,900 38,740,315 2,895,742 224,553 0	22,234,189 38,634,270 2,892,987 224,082 0	22,197,928 38,244,692 2,890,234 216,673 0
22,537,670 39,830,071 2,909,559 254,087 0	22,509,310 39,880,973 2,906,790 239,163 0	22,452,846 39,052,047 2,904,024 246,949 0	22,386,606 38,887,445 2,901,261 232,022 0	22,329,402 38,784,248 2,898,500 224,463 0	22,276,900 38,740,315 2,895,742 224,553 0	22,234,189 38,634,270 2,892,987 224,082 0	22,197,928 38,244,692 2,890,234 216,673 0
22,537,670 39,830,071 2,909,559 254,087 0	22,509,310 39,880,973 2,906,790 239,163 0 0 2011	22,452,846 39,052,047 2,904,024 246,949 0	22,386,606 38,887,445 2,901,261 232,022 0 0 2013	22,329,402 38,784,248 2,898,500 224,463 0 0 2014	22,276,900 38,740,315 2,895,742 224,553 0 0 2015	22,234,189 38,634,270 2,892,987 224,082 0 0 2016	22,197,928 38,244,692 2,890,234 216,673 0
22,537,670 39,830,071 2,909,559 254,087 0 2010 0 70,545	22,509,310 39,880,973 2,906,790 239,163 0 0 2011 0	22,452,846 39,052,047 2,904,024 246,949 0 0 2012 0 0	22,386,606 38,887,445 2,901,261 232,022 0 0 2013 0	22,329,402 38,784,248 2,898,500 224,463 0 0 2014 0 0	22,276,900 38,740,315 2,895,742 224,553 0 0 2015 0	22,234,189 38,634,270 2,892,987 224,082 0 0 2016	22,197,928 38,244,692 2,890,234 216,673 0 0 2017 0 0
22,537,670 39,830,071 2,909,559 254,087 0 2010 70,545	22,509,310 39,880,973 2,906,790 239,163 0 0 2011	22,452,846 39,052,047 2,904,024 246,949 0	22,386,606 38,887,445 2,901,261 232,022 0 0 2013	22,329,402 38,784,248 2,898,500 224,463 0 0 2014	22,276,900 38,740,315 2,895,742 224,553 0 0 2015	22,234,189 38,634,270 2,892,987 224,082 0 0 2016	22,197,928 38,244,692 2,890,234 216,673 0
22,537,670 39,830,071 2,909,559 254,087 0 2010 0 70,545	22,509,310 39,880,973 2,906,790 239,163 0 0 2011 0 0	22,452,846 39,052,047 2,904,024 246,949 0 0 2012 0 0	22,386,606 38,887,445 2,901,261 232,022 0 0 2013 0 0	22,329,402 38,784,248 2,898,500 224,463 0 0 2014 0 0	22,276,900 38,740,315 2,895,742 224,553 0 0 2015 0 0	22,234,189 38,634,270 2,892,987 224,082 0 0 2016 0 0	22,197,928 38,244,692 2,890,234 216,673 0 0 2017 0 0 0
22,537,670 39,830,071 2,909,559 254,087 0 2010 0 70,545 0 558,128	22,509,310 39,880,973 2,906,790 239,163 0 2011 0 0 0	22,452,846 39,052,047 2,904,024 246,949 0 0 2012 0 0 0	22,386,606 38,887,445 2,901,261 232,022 0 0 2013 0 0 0	22,329,402 38,784,248 2,898,500 224,463 0 2014 0 0 0	22,276,900 38,740,315 2,895,742 224,553 0 0 2015 0 0 0	22,234,189 38,634,270 2,892,987 224,082 0 2016 0 0 0 0	22,197,928 38,244,692 2,890,234 216,673 0 0 2017 0 0 0
22,537,670 39,830,071 2,909,559 254,087 0 2010 70,545	22,509,310 39,880,973 2,906,790 239,163 0 0 2011 0 0	22,452,846 39,052,047 2,904,024 246,949 0 0 2012 0 0	22,386,606 38,887,445 2,901,261 232,022 0 0 2013 0 0	22,329,402 38,784,248 2,898,500 224,463 0 0 2014 0 0	22,276,900 38,740,315 2,895,742 224,553 0 0 2015 0 0	22,234,189 38,634,270 2,892,987 224,082 0 0 2016 0 0	22,197,928 38,244,692 2,890,234 216,673 0 0 2017 0 0 0

2010

1,872,397

2011

1,856,823

2012

1,805,207

2013

1,784,841

2014

1,745,570

2015

1,714,854

2016

1,687,568

2017

1,667,152

17,405,014	17,263,259	17,015,117	16,733,913	16,453,414	16,177,240	15,923,958	15,711,249
0	0	0	0	0	0	0	0
0	0	0	0	2,935	5,757	8,181	10,051
390,429	378,541	367,016	355,841	345,007	334,502	324,318	314,443
1							
0	0	0	0	0	0	0	0
'							
2010	2011	2012	2013	2014	2015	2016	2017
2010	2011	2012 0	2013	2014 0	2015	2016	2017 0
		2012 0	2013 0 0		2015 0 0	2016 0 0	2017 0 0
0	0	0	2013 0 0 0	0	2015 0 0	0	0
0	0	0	0	0 0	0	0	0 0 0
0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0

2010	2011	2012	2013	2014	2015	2016	2017
52,240,178	51,988,246	51,621,115	50,797,935	50,464,171	50,159,656	49,879,645	49,665,724
23,766,937	23,492,851	23,157,063	22,866,247	21,609,515	21,210,620	20,937,543	20,602,087
2,211,836	2,209,732	2,207,630	2,205,530	2,203,432	2,201,335	2,199,240	2,197,147
18,176	44,724	62,256	66,185	74,409	102,349	86,838	107,697
0	0	12,478,535	0	0	0	0	0

_								
	0	0	0	0	0	0	0	0

2010	2011	2012	2013	2014	2015	2016	2017
0	0	0	0	0	0	0	C
0	0	2,776,531	0	0	0	0	C
0	0	0	0	0	0	0	0
0	0	92,403	0	0	0	0	C

0	0	0	0	0	0	0	0

2018	2019	2020	2021	2022	
0	0	0	0	0	45,302,609
0	0	0	0	0	34,955,900
0	0	0	0	0	7,288,739
0	0	0	0	0	5,453,437
0	0	0	0	0	0
					93,000,685
_		-1	_	_	
0	0	0	0	0	0
					93,000,685
2049	2040	2020	2024	2022	
2018	2019 0	2020	2021	2022	0
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	6663165
	U	<u> </u>	0	O	6663165
					0003103
0	0	0	0	0	2484593
	Ü		J	J	4178572
2018	2019	2020	2021	2022	
2018 22,152,821	22,120,281	22,073,638	22,023,823	2022 21,973,529	425,907,316
22,152,821 38,033,954	22,120,281 37,294,158	22,073,638 37,150,064	22,023,823 36,646,505	21,973,529 35,978,354	425,907,316 729,348,513
22,152,821 38,033,954 2,887,485	22,120,281 37,294,158 2,884,737	22,073,638 37,150,064 2,881,993	22,023,823 36,646,505 2,879,250	21,973,529 35,978,354 2,876,511	729,348,513 55,124,705
22,152,821 38,033,954	22,120,281 37,294,158	22,073,638 37,150,064	22,023,823 36,646,505	21,973,529 35,978,354	729,348,513 55,124,705 3,536,718
22,152,821 38,033,954 2,887,485	22,120,281 37,294,158 2,884,737	22,073,638 37,150,064 2,881,993	22,023,823 36,646,505 2,879,250	21,973,529 35,978,354 2,876,511	729,348,513 55,124,705 3,536,718 3,984,191
22,152,821 38,033,954 2,887,485 209,252	22,120,281 37,294,158 2,884,737 208,831	22,073,638 37,150,064 2,881,993 214,434	22,023,823 36,646,505 2,879,250	21,973,529 35,978,354 2,876,511 195,917	729,348,513 55,124,705 3,536,718
22,152,821 38,033,954 2,887,485 209,252	22,120,281 37,294,158 2,884,737 208,831 0	22,073,638 37,150,064 2,881,993 214,434 0	22,023,823 36,646,505 2,879,250 204,633 0	21,973,529 35,978,354 2,876,511 195,917 0	729,348,513 55,124,705 3,536,718 3,984,191 1,217,901,443
22,152,821 38,033,954 2,887,485 209,252	22,120,281 37,294,158 2,884,737 208,831 0	22,073,638 37,150,064 2,881,993 214,434	22,023,823 36,646,505 2,879,250	21,973,529 35,978,354 2,876,511 195,917	729,348,513 55,124,705 3,536,718 3,984,191 1,217,901,443
22,152,821 38,033,954 2,887,485 209,252	22,120,281 37,294,158 2,884,737 208,831 0	22,073,638 37,150,064 2,881,993 214,434 0	22,023,823 36,646,505 2,879,250 204,633 0	21,973,529 35,978,354 2,876,511 195,917 0	729,348,513 55,124,705 3,536,718 3,984,191 1,217,901,443
22,152,821 38,033,954 2,887,485 209,252 0	22,120,281 37,294,158 2,884,737 208,831 0	22,073,638 37,150,064 2,881,993 214,434 0	22,023,823 36,646,505 2,879,250 204,633 0	21,973,529 35,978,354 2,876,511 195,917 0	729,348,513 55,124,705 3,536,718 3,984,191 1,217,901,443
22,152,821 38,033,954 2,887,485 209,252 0	22,120,281 37,294,158 2,884,737 208,831 0	22,073,638 37,150,064 2,881,993 214,434 0	22,023,823 36,646,505 2,879,250 204,633 0	21,973,529 35,978,354 2,876,511 195,917 0	729,348,513 55,124,705 3,536,718 3,984,191 1,217,901,443 0 1,217,901,443
22,152,821 38,033,954 2,887,485 209,252 0 2018	22,120,281 37,294,158 2,884,737 208,831 0	22,073,638 37,150,064 2,881,993 214,434 0	22,023,823 36,646,505 2,879,250 204,633 0	21,973,529 35,978,354 2,876,511 195,917 0	729,348,513 55,124,705 3,536,718 3,984,191 1,217,901,443 0 1,217,901,443
22,152,821 38,033,954 2,887,485 209,252 0 2018 0	22,120,281 37,294,158 2,884,737 208,831 0 0 2019 0	22,073,638 37,150,064 2,881,993 214,434 0 0 2020 0	22,023,823 36,646,505 2,879,250 204,633 0 0 2021	21,973,529 35,978,354 2,876,511 195,917 0 0 2022 0	729,348,513 55,124,705 3,536,718 3,984,191 1,217,901,443 0 1,217,901,443 14548493 16413369
22,152,821 38,033,954 2,887,485 209,252 0 2018 0 0	22,120,281 37,294,158 2,884,737 208,831 0 0 2019 0 0	22,073,638 37,150,064 2,881,993 214,434 0 0 2020 0 0	22,023,823 36,646,505 2,879,250 204,633 0 0 2021 0 0	21,973,529 35,978,354 2,876,511 195,917 0 0 2022 0 0	729,348,513 55,124,705 3,536,718 3,984,191 1,217,901,443 0 1,217,901,443 14548493 16413369 0
22,152,821 38,033,954 2,887,485 209,252 0 2018 0	22,120,281 37,294,158 2,884,737 208,831 0 0 2019 0	22,073,638 37,150,064 2,881,993 214,434 0 0 2020 0	22,023,823 36,646,505 2,879,250 204,633 0 0 2021	21,973,529 35,978,354 2,876,511 195,917 0 0 2022 0	729,348,513 55,124,705 3,536,718 3,984,191 1,217,901,443 0 1,217,901,443 14548493 16413369 0 576925
22,152,821 38,033,954 2,887,485 209,252 0 2018 0 0	22,120,281 37,294,158 2,884,737 208,831 0 0 2019 0 0	22,073,638 37,150,064 2,881,993 214,434 0 0 2020 0 0	22,023,823 36,646,505 2,879,250 204,633 0 0 2021 0 0	21,973,529 35,978,354 2,876,511 195,917 0 0 2022 0 0	729,348,513 55,124,705 3,536,718 3,984,191 1,217,901,443 0 1,217,901,443 14548493 16413369 0
22,152,821 38,033,954 2,887,485 209,252 0 2018 0 0 0	22,120,281 37,294,158 2,884,737 208,831 0 0 2019 0 0 0	22,073,638 37,150,064 2,881,993 214,434 0 0 2020 0 0 0	22,023,823 36,646,505 2,879,250 204,633 0 2021 0 0	21,973,529 35,978,354 2,876,511 195,917 0 2022 0 0 0	729,348,513 55,124,705 3,536,718 3,984,191 1,217,901,443 0 1,217,901,443 14548493 16413369 0 576925 31538787
22,152,821 38,033,954 2,887,485 209,252 0 2018 0 0	22,120,281 37,294,158 2,884,737 208,831 0 0 2019 0 0 0	22,073,638 37,150,064 2,881,993 214,434 0 0 2020 0 0	22,023,823 36,646,505 2,879,250 204,633 0 0 2021 0 0	21,973,529 35,978,354 2,876,511 195,917 0 0 2022 0 0	729,348,513 55,124,705 3,536,718 3,984,191 1,217,901,443 0 1,217,901,443 14548493 16413369 0 576925

2018	2019	2020	2021	2022
1,648,018	1,628,230	1,611,285	1,589,296	1,569,063

29,792,266

15,488,526	15,257,982	15,021,450	14,771,940	14,530,689	277,800,169
0	0	0	0	0	0
11,951	13,772	15,527	17,321	20,616	106,111
304,869	295,587	286,587	277,861	269,401	10,489,691
					318,188,237
0	0	0	0	0	0
					318,188,237
2018	2019	2020	2021	2022	
0	0	0	0	0	16532612
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0
					16532612
0	0	0	0	0	0
		-		-	16532612
					.000_0
2018	2019	2020	2021	2022	
2018 49,451,913	2019 49,243,801	2020 49,025,779	2021 48,808,952	2022 48,600,117	
49,451,913	49,243,801	49,025,779	48,808,952	48,600,117	927,184,434
49,451,913 20,267,798	49,243,801 19,916,257	49,025,779 19,701,531	48,808,952 19,393,828	48,600,117 18,985,613	927,184,434 434,481,686
49,451,913 20,267,798 2,195,058	49,243,801 19,916,257 2,192,968	49,025,779 19,701,531 2,190,882	48,808,952 19,393,828 2,188,797	48,600,117 18,985,613 2,186,714	927,184,434 434,481,686 40,202,129
49,451,913 20,267,798	49,243,801 19,916,257	49,025,779 19,701,531	48,808,952 19,393,828	48,600,117 18,985,613 2,186,714 153,036	927,184,434 434,481,686 40,202,129 2,018,147
49,451,913 20,267,798 2,195,058	49,243,801 19,916,257 2,192,968 148,340	49,025,779 19,701,531 2,190,882	48,808,952 19,393,828 2,188,797	48,600,117 18,985,613 2,186,714	927,184,434 434,481,686 40,202,129 2,018,147 12,478,535
49,451,913 20,267,798 2,195,058	49,243,801 19,916,257 2,192,968 148,340	49,025,779 19,701,531 2,190,882	48,808,952 19,393,828 2,188,797	48,600,117 18,985,613 2,186,714 153,036	927,184,434 434,481,686 40,202,129 2,018,147
49,451,913 20,267,798 2,195,058 127,895 0	49,243,801 19,916,257 2,192,968 148,340 0	49,025,779 19,701,531 2,190,882 120,419 0	48,808,952 19,393,828 2,188,797 138,071 0	48,600,117 18,985,613 2,186,714 153,036 0	927,184,434 434,481,686 40,202,129 2,018,147 12,478,535 1,416,364,931
49,451,913 20,267,798 2,195,058	49,243,801 19,916,257 2,192,968 148,340	49,025,779 19,701,531 2,190,882	48,808,952 19,393,828 2,188,797	48,600,117 18,985,613 2,186,714 153,036	927,184,434 434,481,686 40,202,129 2,018,147 12,478,535 1,416,364,931
49,451,913 20,267,798 2,195,058 127,895 0	49,243,801 19,916,257 2,192,968 148,340 0	49,025,779 19,701,531 2,190,882 120,419 0	48,808,952 19,393,828 2,188,797 138,071 0	48,600,117 18,985,613 2,186,714 153,036 0	927,184,434 434,481,686 40,202,129 2,018,147 12,478,535 1,416,364,931
49,451,913 20,267,798 2,195,058 127,895 0	49,243,801 19,916,257 2,192,968 148,340 0	49,025,779 19,701,531 2,190,882 120,419 0	48,808,952 19,393,828 2,188,797 138,071 0	48,600,117 18,985,613 2,186,714 153,036 0	927,184,434 434,481,686 40,202,129 2,018,147 12,478,535 1,416,364,931
49,451,913 20,267,798 2,195,058 127,895 0	49,243,801 19,916,257 2,192,968 148,340 0	49,025,779 19,701,531 2,190,882 120,419 0	48,808,952 19,393,828 2,188,797 138,071 0	48,600,117 18,985,613 2,186,714 153,036 0	927,184,434 434,481,686 40,202,129 2,018,147 12,478,535 1,416,364,931 0 1,416,364,931
49,451,913 20,267,798 2,195,058 127,895 0	49,243,801 19,916,257 2,192,968 148,340 0 0 2019	49,025,779 19,701,531 2,190,882 120,419 0	48,808,952 19,393,828 2,188,797 138,071 0 2021	48,600,117 18,985,613 2,186,714 153,036 0 0	927,184,434 434,481,686 40,202,129 2,018,147 12,478,535 1,416,364,931 0 1,416,364,931
49,451,913 20,267,798 2,195,058 127,895 0	49,243,801 19,916,257 2,192,968 148,340 0 0 2019 0	49,025,779 19,701,531 2,190,882 120,419 0	48,808,952 19,393,828 2,188,797 138,071 0 0 2021 0	48,600,117 18,985,613 2,186,714 153,036 0 0 2022 0 0	927,184,434 434,481,686 40,202,129 2,018,147 12,478,535 1,416,364,931 0 1,416,364,931 58803665 4743822
49,451,913 20,267,798 2,195,058 127,895 0 0 2018 0 0	49,243,801 19,916,257 2,192,968 148,340 0 0 2019 0 0	49,025,779 19,701,531 2,190,882 120,419 0 2020 0 0 0	48,808,952 19,393,828 2,188,797 138,071 0 0 2021 0 0	48,600,117 18,985,613 2,186,714 153,036 0 0 2022 0 0	927,184,434 434,481,686 40,202,129 2,018,147 12,478,535 1,416,364,931 0 1,416,364,931 58803665 4743822 0
49,451,913 20,267,798 2,195,058 127,895 0	49,243,801 19,916,257 2,192,968 148,340 0 0 2019 0	49,025,779 19,701,531 2,190,882 120,419 0	48,808,952 19,393,828 2,188,797 138,071 0 0 2021 0	48,600,117 18,985,613 2,186,714 153,036 0 0 2022 0 0	927,184,434 434,481,686 40,202,129 2,018,147 12,478,535 1,416,364,931 0 1,416,364,931 58803665 4743822 0 1269928
49,451,913 20,267,798 2,195,058 127,895 0 0 2018 0 0	49,243,801 19,916,257 2,192,968 148,340 0 0 2019 0 0	49,025,779 19,701,531 2,190,882 120,419 0 2020 0 0 0	48,808,952 19,393,828 2,188,797 138,071 0 0 2021 0 0	48,600,117 18,985,613 2,186,714 153,036 0 0 2022 0 0	927,184,434 434,481,686 40,202,129 2,018,147 12,478,535 1,416,364,931 0 1,416,364,931 58803665 4743822 0
49,451,913 20,267,798 2,195,058 127,895 0 0 2018 0 0	49,243,801 19,916,257 2,192,968 148,340 0 0 2019 0 0 0	49,025,779 19,701,531 2,190,882 120,419 0 2020 0 0 0	48,808,952 19,393,828 2,188,797 138,071 0 0 2021 0 0	48,600,117 18,985,613 2,186,714 153,036 0 0 2022 0 0	927,184,434 434,481,686 40,202,129 2,018,147 12,478,535 1,416,364,931 0 1,416,364,931 58803665 4743822 0 1269928

VISN 20 Realignment White City Nov 20 03.xls - Step 5, Alt 3 costs

Market Plan																			
		Reduced Footprin	nt																
White City		toddocd i dotpili																	
······································	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Recurring Costs																			
Inpatient Op Cost	22,657,376	21,319,244	21,298,960		21,254,972	21,222,664	21,187,005	21,153,054	21,098,669	21,044,370	20,986,774	20,937,750	20,892,174	20,853,485	20,816,096	20,778,070	20,742,90		
Outpatient Op Cost	17,696,868	17,822,716	16,846,898		16,885,999	16,600,820	16,534,421	16,453,250	16,326,880	16,185,905	15,984,692	15,842,881	15,711,087	15,597,303	15,478,330	15,325,222	2 15,197,889		
Non Clinical Op Cost Vacant Space Op Cost	3,646,104 593,349	3,642,635 1,134,480	3,639,169 118,037	3,635,706 208,732	3,632,247 202,953	3,628,792 198,968	3,625,338 87,436	3,621,889 86,999	3,618,443 625	3,615,000 4,870	3,611,560 8,741	3,608,124 12,338	3,604,691 15,326	3,601,262 17,456	3,597,835	3,594,412		2 3,587,575 3 28,007	3,584,162 32,007
Savings/Cost/Profit	033,343	1,134,400	110,037	200,732	202,933	130,300	07,430	00,333	023	4,070	0,741	12,550	13,320	17,430	13,040) 21,700	25,03	0 20,007	0 02,007
Cuvings/Cost/ Tone	J	٥		,	<u> </u>									1		<u> </u>	1	91	<u>, </u>
Recurring Savings																			
Savings/Cost/Profit	83,193	80,660	78,204	75,823	73,514	71,276	69,106	67,002	64,962	62,984	61,066	59,207	57,404	55,656	53,962	52,319	50,726	6 49,181	47,684
Non-recurring costs New Construction	6,210,011	3,368,790	5.562.473	ا ما	٥	0		٥	0		0					1 (· ·	ol c	n 0
Renovate	0,210,011	3,300,790	0,302,473	245,823	241,613	237,475	233,408	0	0	0	0	0	0					0 0	0 0
Leases	0	0	0	0	0	0	0	0	0	0	0	0	0	C	0		0 (0 0	0 0
Vacant Space Demolition	0	1,109,011	2,802,455	0	0	0	0	0	0	0	0	0	0	C) C) () (0 0	0
Non Recurring Revenue	47.002	45,571	44.183	42.838	41,534	40,269	39,043	37.854	00.700	05.501	34.501	33,450	32,432	31,444	00.40-	29,559	J 00.0=	ol oz zer	000:0
Savings/Cost/Profit	47,002	45,571	44,183	42,838	41,534	40,269	39,043	37,854	36,702	35,584	34,501	33,450	32,432	31,444	30,487	29,558	28,659	9 27,786	26,940
Receiving Facility American	n Lake																		
Recurring Costs	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	23,175,175 39,382,462	23,193,626 38,732,158	22,569,782 38,335,073		22,570,398 38,424,053	22,556,534 38,545,788	22,537,670 39,830,071	22,509,310 39,880,973	22,452,846 39,052,047	22,386,606 38,887,445	22,329,402 38,784,248	22,276,900 38,740,315	22,234,189 38,634,270	22,197,928 38,244,692	22,152,821	22,120,281			
Outpatient Op Cost Non Clinical Op Cost	2,926,224	2,923,440	2,920,658	2,917,879	2,915,102	2,912,329	2,909,559	2,906,790	2,904,024	2,901,261	2,898,500	2,895,742		2,890,234	2,887,485	2,884,737			
Vacant Space Op Cost	231,515	105,619	91,409	76,322	71,009	65,785	67,704	55,972	66,896	55,053	50.525	53,593	56,051		46,926	49,285		1 50,506	44,429
Savings/Cost/Profit	3,572,124	412,067	0	0	0	0	0	0	0	0	0	0	0	C) C) () (0 0	0
Recurring Savings	-									_		1 0							
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	C	0) () (0 (0
Non Recurring Costs																			
•																			
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
	7,337,076	7,211,417	0	0	2008 0	2009	0	2011	2012	2013	2014	2015	2016	C	C) () (0 (2022
Renovate			2006 0 3,684,384	2007 0 2,526,142	2008 0 0	2009 0	2010 0 70,545	2011 0	2012 0	2013 0	2014	2015	2016	2017	0 0) () (0 (2022 0 0
Renovate Leases	7,337,076	7,211,417	0	0 2,526,142 0	2008 0 0 0	2009 0 0	70,545 0	2011 0 0	2012 0 0	2013 0 0	2014 0 0	2015 0 0	2016 0 0	C	C C)) ()) () (0 (2022 0 0 0 0 0 0
Renovate Leases	7,337,076	7,211,417	0	0	2008 0 0 0	2009 0 0 0	0	2011 0 0 0	2012 0 0 0	2013 0 0 0	2014 0 0 0	2015 0 0 0	2016 0 0 0	C	0 0)) ()) () (0 (2022 0 0 0 0 0 0
Renovate Leases Vacant Space Demolition Non Recurring Revenue	7,337,076	7,211,417	0	0 2,526,142 0	2008 0 0 0	2009 0 0 0	70,545 0	2011 0 0 0	2012 0 0 0	2013 0 0 0	2014 0 0 0	2015 0 0 0 0	2016 0 0 0	C	C C) (0 C 0 C 0 C	0 0 0 0 0 0 0 0 0 0 0
Leases Vacant Space Demolition Non Recurring Revenue	7,337,076	7,211,417	0	0 2,526,142 0	2008 0 0 0 0	2009 0 0 0	70,545 0	2011 0 0 0 0	2012 0 0 0 0	2013 0 0 0 0	2014 0 0 0 0	2015 0 0 0 0	2016 0 0 0 0	C	C C) (0 (0 0 0 0 0 0 0 0 0 0 0
Renovate Leases Vacant Space Demolition Non Recurring Revenue Savings/Cost/Profit	7,337,076 3,208,986 0 0	7,211,417	0	0 2,526,142 0	2008 0 0 0 0	0 0 0 0 0	70,545 0	2011 0 0 0 0	2012 0 0 0 0	2013 0 0 0 0 0	2014 0 0 0 0	2015 0 0 0 0	2016 0 0 0	C	C C) (0 C 0 C 0 C	0 0 0 0 0 0 0 0 0 0 0
Renovate Leases Vacant Space Demolition Non Recurring Revenue Savings/Cost/Profit	7,337,076 3,208,986 0 0	7,211,417	0	0 2,526,142 0	2008	2009 0 0 0 0 0	70,545 0	2011 0 0 0 0 0 0	2012 0 0 0 0 0	2013 0 0 0 0 0 0	2014 0 0 0 0 0 0	2015 0 0 0 0 0	2016	C	C C) (0 C 0 C 0 C	0 0 0 0 0 0 0 0 0 0 0
Renovate Leases Vacant Space Demolition Non Recurring Revenue Savings/Cost/Profit	7,337,076 3,208,986 0 0	7,211,417 6,923,312 0 0	0 3,684,384 0 0	0 2,526,142 0 18,797	0 0 0	0 0 0 0	0 70,545 0 830,731	0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	000000000000000000000000000000000000000	000000000000000000000000000000000000000	C C C				0 0 0	0 0 0 0
Renovate Leases Vacant Space Demolition Non Recurring Revenue Savings/Cost/Profit Receiving Facility Roseburg Recurring Costs Inpatient Op Cost	7,337,076 3,208,986 0 0 0 0 9 2004 31,297,461	7,211,417 6,923,312 0 0 0 2005 31,270,807	0 3,684,384 0 0 0 2006 31,190,049	0 2,526,142 0 18,797 0 2007	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 70,545 0 830,731 0 2010	0 0 0 0 0 0 2011	000000000000000000000000000000000000000	0 0 0 0 0 0 2013	000000000000000000000000000000000000000	2015	2016	2017	2018	2019	2020	0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0
Renovate Leases Vacant Space Demolition Non Recurring Revenue Savings/Cost/Profit Receiving Facility Roseburg Recurring Costs Inpatient Op Cost Outpatient Op Cost	7,337,076 3,208,986 0 0 0 0 g 2004 31,297,461 26,859,158	7,211,417 6,923,312 0 0 0 2005 31,270,807 26,970,488	0 3,684,384 0 0 0 2006 31,190,049 26,979,496	0 2,526,142 0 18,797 0 2007 31,088,119 26,935,850	0 0 0 0 0 0 2008 30,936,424 26,815,649	0 0 0 0 0 2009 30,206,002 24,013,155	0 70,545 0 830,731 0 2010 29,981,141 23,766,937	0 0 0 0 0 2011 29,750,388 23,492,851	0 0 0 0 0 2012 29,404,416 23,157,063	0 0 0 0 0 2013 28,602,374 22,866,247	0 0 0 0 0 2014 28,289,729 21,609,515	2015 28,006,313 21,210,620	2016 20,937,543	2017 2017 20,602,087	2018 2018 2018/20,267,798	2019	2020	2021 6 26,781,778 1 19,393,828	0 0 0 0 0 0 0 0 0 0 2022 3 26,593,901 1 18,985,613
Renovate Leases Vacant Space Demolition Non Recurring Revenue Savings/Cost/Profit Receiving Facility Roseburg Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost	7,337,076 3,208,986 0 0 0 0 9 2004 31,297,461 26,859,158 1,883,157	7,211,417 6,923,312 0 0 0 2005 31,270,807 26,970,488 1,881,365	0 3,684,384 0 0 0 2006 31,190,049 26,979,496 1,879,575	0 2,526,142 0 18,797 0 2007 31,088,119 26,935,850 1,877,787	0 0 0 0 0 2008 30,936,424 26,815,649 1,876,000	0 0 0 0 0 2009 30,206,002 24,013,155 2,213,944	0 70,545 0 830,731 0 2010 29,981,141 23,766,937 2,211,836	0 0 0 0 0 2011 29,750,388 23,492,851 2,209,732	0 0 0 0 0 2012 29,404,416 23,157,063 2,207,630	0 0 0 0 0 2013 28,602,374 22,866,247 2,205,530	0 0 0 0 0 2014 28,289,729 21,609,515 2,203,432	2015 28,006,313 21,210,620 2,201,335	2016 27,747,379 20,937,543 2,199,240	2017 2017 27,554,516 20,602,087 2,197,147	2018 27,361,744 20,267,798 2,195,058	2019 27,174,65-3 19,916,25; 2,192,968	2020 1 26,977,620 7 19,701,53 2,190,88	2021 6 26,781,778 1 19,393,828 2 2,188,797	0 0 0 0 0 0 0 0 0 0 0 0 2022 3 26,593,901 3 18,985,613 7 2,186,714
Renovate Leases Vacant Space Demolition Non Recurring Revenue Savings/Cost/Profit Receiving Facility Roseburg Recurring Costs Inpatient Op Cost Outpatient Op Cost Voor Inical Op Cost Vacant Space Op Cost Vacant Space Op Cost	7,337,076 3,208,986 0 0 0 0 g 2004 31,297,461 26,859,158	7,211,417 6,923,312 0 0 0 2005 31,270,807 26,970,488	0 3,684,384 0 0 0 2006 31,190,049 26,979,496	0 2,526,142 0 18,797 0 2007 31,088,119 26,935,850	0 0 0 0 0 0 2008 30,936,424 26,815,649	0 0 0 0 0 2009 30,206,002 24,013,155	0 70,545 0 830,731 0 2010 29,981,141 23,766,937	0 0 0 0 0 2011 29,750,388 23,492,851	0 0 0 0 0 2012 29,404,416 23,157,063 2,207,630 159,455	0 0 0 0 0 2013 28,602,374 22,866,247	0 0 0 0 0 2014 28,289,729 21,609,515	2015 28,006,313 21,210,620	2016 20,937,543	2017 2017 20,602,087	2018 2018 2018/20,267,798	2019	2020 1 26,977,620 7 19,701,53 2,190,88	2021 6 26,781,778 1 19,393,828 2 2,188,797	0 0 0 0 0 0 0 0 0 0 0 0 2022 3 26,593,901 3 18,985,613 7 2,186,714
Renovate Leases Vacant Space Demolition Non Recurring Revenue Savings/Cost/Profit Receiving Facility Roseburg Recurring Costs Inpatient Op Cost	7,337,076 3,208,986 0 0 0 0 9 2004 31,297,461 26,859,158 1,883,157	7,211,417 6,923,312 0 0 0 2005 31,270,807 26,970,488 1,881,365	0 3,684,384 0 0 0 2006 31,190,049 26,979,496 1,879,575	0 2,526,142 0 18,797 0 2007 31,088,119 26,935,850 1,877,787	0 0 0 0 0 2008 30,936,424 26,815,649 1,876,000	0 0 0 0 0 2009 30,206,002 24,013,155 2,213,944	0 70,545 0 830,731 0 2010 29,981,141 23,766,937 2,211,836	0 0 0 0 0 2011 29,750,388 23,492,851 2,209,732	0 0 0 0 0 2012 29,404,416 23,157,063 2,207,630	0 0 0 0 0 2013 28,602,374 22,866,247 2,205,530	0 0 0 0 0 2014 28,289,729 21,609,515 2,203,432	2015 28,006,313 21,210,620 2,201,335	2016 27,747,379 20,937,543 2,199,240	2017 2017 27,554,516 20,602,087 2,197,147	2018 27,361,744 20,267,798 2,195,058	2019 27,174,65-3 19,916,25; 2,192,968	2020 1 26,977,620 7 19,701,53 2,190,88	2021 6 26,781,778 1 19,393,828 2 2,188,797	0 0 0 0 0 0 0 0 0 0 0 0 2022 3 26,593,901 3 18,985,613 7 2,186,714
Renovate Leases Vacant Space Demolition Non Recurring Revenue Savings/Cost/Profit Receiving Facility Roseburg Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit	7,337,076 3,208,986 0 0 0 0 9 2004 31,297,461 26,859,158 1,883,157	7,211,417 6,923,312 0 0 0 2005 31,270,807 26,970,488 1,881,365	0 3,684,384 0 0 0 2006 31,190,049 26,979,496 1,879,575	0 2,526,142 0 18,797 0 2007 31,088,119 26,935,850 1,877,787	0 0 0 0 0 2008 30,936,424 26,815,649 1,876,000	0 0 0 0 0 2009 30,206,002 24,013,155 2,213,944	0 70,545 0 830,731 0 2010 29,981,141 23,766,937 2,211,836	0 0 0 0 0 2011 29,750,388 23,492,851 2,209,732	0 0 0 0 0 2012 29,404,416 23,157,063 2,207,630 159,455	0 0 0 0 0 2013 28,602,374 22,866,247 2,205,530	0 0 0 0 0 2014 28,289,729 21,609,515 2,203,432	2015 28,006,313 21,210,620 2,201,335	2016 27,747,379 20,937,543 2,199,240	2017 2017 27,554,516 20,602,087 2,197,147	2018 27,361,744 20,267,798 2,195,058	2019 27,174,65-3 19,916,25; 2,192,968	2020 1 26,977,620 7 19,701,53 2,190,88	2021 6 26,781,778 1 19,393,828 2 2,188,797	0 0 0 0 0 0 0 0 0 0 0 0 2022 3 26,593,901 3 18,985,613 7 2,186,714
Renovate Leases Vacant Space Demolition Non Recurring Revenue Savings/Cost/Profit Receiving Facility Roseburg Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings	7,337,076 3,208,986 0 0 0 0 9 2004 31,297,461 26,859,158 1,883,157	7,211,417 6,923,312 0 0 0 2005 31,270,807 26,970,488 1,881,365	0 3,684,384 0 0 0 2006 31,190,049 26,979,496 1,879,575	0 2,526,142 0 18,797 0 2007 31,088,119 26,935,850 1,877,787	0 0 0 0 0 2008 30,936,424 26,815,649 1,876,000	0 0 0 0 0 2009 30,206,002 24,013,155 2,213,944	0 70,545 0 830,731 0 2010 29,981,141 23,766,937 2,211,836	0 0 0 0 0 2011 29,750,388 23,492,851 2,209,732	0 0 0 0 0 2012 29,404,416 23,157,063 2,207,630 159,455	0 0 0 0 0 2013 28,602,374 22,866,247 2,205,530	0 0 0 0 0 2014 28,289,729 21,609,515 2,203,432	2015 28,006,313 21,210,620 2,201,335	2016 27,747,379 20,937,543 2,199,240 177,548	2017 2017 27,554,516 20,602,087 2,197,147	2018 27,361,744 20,267,798 2,195,058	2019 2019 2019 21,174,65'5 21,192,96,25'5 2,192,964 234,468	2020 1 26,977,620 7 19,701,53 2,190,88	0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0	0 0 0 0 0 0 0 0 0 0 0 0 2022 3 26,593,901 3 18,985,613 7 2,186,714
Renovate Leases Vacant Space Demolition Non Recurring Revenue Savings/Cost/Profit Receiving Facility Roseburg Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit	7,337,076 3,208,986 0 0 0 2004 31,297,461 26,859,158 1,883,157 220,677 0	7,211,417 6,923,312 0 0 0 2005 31,270,807 26,970,488 1,881,365 215,782 0	0 3,684,384 0 0 0 2006 31,190,049 26,979,496 1,879,575	0 2,526,142 0 18,797 0 2007 31,088,119 26,935,850 1,877,787	0 0 0 0 0 2008 30,936,424 26,815,649 1,876,000	0 0 0 0 0 2009 30,206,002 24,013,155 2,213,944	0 70,545 0 830,731 0 2010 29,981,141 23,766,937 2,211,836	0 0 0 0 0 2011 29,750,388 23,492,851 2,209,732	0 0 0 0 0 2012 29,404,416 23,157,063 2,207,630 159,455	0 0 0 0 0 2013 28,602,374 22,866,247 2,205,530	0 0 0 0 0 2014 28,289,729 21,609,515 2,203,432	2015 28,006,313 21,210,635 194,639	2016 27,747,379 20,937,543 2,199,240 177,548	2017 2017 27,554,516 20,602,087 2,197,147	2018 2018 27,361,744 20,267,798 2,195,098 215,524	2019 2019 2019 21,174,65'5 21,192,96,25'5 2,192,964 234,468	2020 1 26,977,620 7 19,701,53 2,190,88	0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0
Renovate Leases Vacant Space Demolition Non Recurring Revenue Savings/Cost/Profit Receiving Facility Roseburg Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit	7,337,076 3,208,986 0 0 0 2004 31,297,461 26,859,158 1,883,157 220,677 0	7,211,417 6,923,312 0 0 0 2005 31,270,807 26,970,488 1,881,365 215,782 0	0 3,684,384 0 0 0 2006 31,190,049 26,979,496 1,879,575	0 2,526,142 0 18,797 0 2007 31,088,119 26,935,850 1,877,787	0 0 0 0 0 2008 30,936,424 26,815,649 1,876,000	0 0 0 0 0 2009 30,206,002 24,013,155 2,213,944	0 70,545 0 830,731 0 2010 29,981,141 23,766,937 2,211,836	0 0 0 0 0 2011 29,750,388 23,492,851 2,209,732	0 0 0 0 0 2012 29,404,416 23,157,063 2,207,630 159,455	0 0 0 0 0 2013 28,602,374 22,866,247 2,205,530	0 0 0 0 0 2014 28,289,729 21,609,515 2,203,432	2015 28,006,313 21,210,635 194,639	2016 27,747,379 20,937,543 2,199,240 177,548	2017 2017 27,554,516 20,602,087 2,197,147	2018 2018 27,361,744 20,267,798 2,195,098 215,524	2019 2019 2019 21,174,65'5 21,192,96,25'5 2,192,964 234,468	2020 1 26,977,620 7 19,701,53 2,190,88	0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0
Renovate Leases Vacant Space Demolition Non Recurring Revenue Savings/Cost/Profit Receiving Facility Roseburg Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit	7,337,076 3,208,986 0 0 0 0 9 2004 31,297,461 26,859,158 1,883,157 220,677 0	7,211,417 6,923,312 0 0 0 2005 31,270,807 26,970,488 1,881,365 215,782 0	0 3,684,384 0 0 0 2006 31,190,049 26,979,496 1,879,575 212,370 0	2,526,142 0 18,797 0 18,797 0 2007 31,088,119 26,935,850 1,877,787 116,946 0 0	0 0 0 0 0 0 2008 30,936,424 26,815,649 1,876,000 1,729 0	0 0 0 0 0 2009 30,206,002 24,013,155 2,213,944 88,457 0	0 70,545 0 0 830,731 0 2010 29,981,141 23,766,937 2,211,836 104,874 0	0 0 0 0 0 2011 29,750,388 23,492,851 2,209,732 129,937 0	0 0 0 0 0 2012 29,404,416 23,157,063 2,207,630 159,455 12,478,535	0 0 0 0 0 2013 28,602,374 22,866,247 2,205,530 161,719	2014 28,289,729 21,609,515 2,203,432 168,307	2015 28,006,313 21,210,620 2,201,335 194,639	2016 2016 27,747,379 20,937,543 2,199,240 177,548	2017 2017 27,554,516 20,602,087 196,853	2018 2018 2018 27,361,744 20,267,798 2,195,058 215,522	2019 2019 2019 221,174,651 19,916,251 2,192,968 2,192,968	2020 2020 1 26,977,624 7 19,701,533 2,190,883 205,077	0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0
Renovate Leases Vacant Space Demolition Non Recurring Revenue Savings/Cost/Profit Receiving Facility Roseburg Recurring Costs Inpatient Op Cost Outpatient Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs	7,337,076 3,208,986 0 0 0 0 9 2004 31,297,461 26,859,158 1,883,157 220,677 0	7,211,417 6,923,312 0 0 0 2005 31,270,807 26,970,488 1,881,365 215,782 0	0 3,684,384 0 0 0 2006 31,190,049 26,979,496 1,879,575	0 2,526,142 0 18,797 0 2007 31,088,119 26,935,850 1,877,787	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 2009 30,206,002 24,013,155 2,213,944 88,457 0	0 70,545 0 830,731 0 2010 29,981,141 23,766,937 2,211,836	0 0 0 0 0 2011 29,750,388 23,492,851 2,209,732	2012 29,404,416 23,157,063 159,455 12,478,535	0 0 0 0 0 2013 28,602,374 22,866,247 2,205,530	0 0 0 0 0 2014 28,289,729 21,609,515 2,203,432	2015 28,006,313 21,210,635 194,639	2016 27,747,379 20,937,543 2,199,240 177,548	2017 2017 27,554,516 20,602,087 2,197,147	2018 2018 27,361,744 20,267,795 2,195,055 215,524	2019 2019 2019 2219 27,174,65'5 2,192,96,25'6 234,468'	2020 1 26,977,620 7 19,701,53 2,190,88	0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0
Renovate Leases Vacant Space Demolition Non Recurring Revenue Savings/Cost/Profit Receiving Facility Roseburg Recurring Costs Inpatient Op Cost Outpatient Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs New Construction Renovate	7,337,076 3,208,986 0 0 0 0 9 2004 31,297,461 26,859,158 1,883,157 220,677 0	7,211,417 6,923,312 0 0 0 2005 31,270,807 26,970,488 1,881,365 215,782 0	0 3,684,384 0 0 0 2006 31,190,049 26,979,496 1,879,575 212,370 0	2,526,142 0 18,797 0 18,797 0 2007 31,088,119 26,935,850 1,877,787 116,946 0 0	0 0 0 0 0 0 2008 30,936,424 26,815,649 1,876,000 1,729 0	0 0 0 0 0 0 2009 30,206,002 24,013,155 2,213,944 88,457 0	0 70,545 0 0 830,731 0 2010 29,981,141 23,766,937 2,211,836 104,874 0	0 0 0 0 0 2011 29,750,388 23,492,851 2,209,732 129,937 0	0 0 0 0 0 2012 29,404,416 23,157,063 2,207,630 159,455 12,478,535	0 0 0 0 0 2013 28,602,374 22,866,247 2,205,530 161,719	2014 28,289,729 21,609,515 2,203,432 168,307	2015 28,006,313 21,210,620 2,201,335 194,639	2016 2016 27,747,379 20,937,543 2,199,240 177,548	2017 2017 27,554,516 20,602,087 196,853	2018 2018 27,361,744 20,267,798 2,195,058 215,524	2019 (2019) ((2019) ((2019) ((2019) ((2019) ((2019) ((2019) ((2019) ((2019) (((2019) ((((((((((((((((((2020 2020 1 26,977,624 7 19,701,533 2,190,883 205,077	0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0
Renovate Leases Vacant Space Demolition Non Recurring Revenue Savings/Cost/Profit Receiving Facility Roseburg Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs New Construction Renovate Leases	7,337,076 3,208,986 0 0 0 0 9 2004 31,297,461 26,859,158 1,883,157 220,677 0	7,211,417 6,923,312 0 0 0 2005 31,270,807 26,970,488 1,881,365 215,782 0	0 3,684,384 0 0 0 2006 31,190,049 26,979,496 1,879,575 212,370 0	2,526,142 0 0 18,797 0 2007 31,088,119 26,935,850 1,877,787 116,946 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 2009 30,206,002 24,013,155 2,213,944 88,457 0 0 2009 6,867,283 571,535	0 70,545 0 0 830,731 0 2010 29,981,141 23,766,937 2,211,836 104,874 0	0 0 0 0 0 2011 29,750,388 23,492,851 2,209,732 129,937 0	00 00 00 00 2012 29,404,416 23,157,063 2,207,630 159,455 12,478,535	0 0 0 0 0 2013 28,602,374 22,866,247 2,205,530 161,719	2014 28,289,729 21,609,515 2,203,432 168,307	2015 28,006,313 21,210,620 2,201,335 194,639	2016 2016 27,747,379 20,937,543 2,199,240 177,548	2017 2017 27,554,516 20,602,087 196,853	2018 2018 27,361,744 20,267,795 2,195,055 215,524	2019 (2019) ((2019) ((2019) ((2019) ((2019) ((2019) ((2019) ((2019) ((2019) (((2019) ((((((((((((((((((2020 2020 1 26,977,624 7 19,701,533 2,190,883 205,077	0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0
Renovate Leases Vacant Space Demolition Non Recurring Revenue Savings/Cost/Profit Receiving Facility Roseburg Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs Non Recurring Costs Recurring Savings Savings/Cost/Profit	7,337,076 3,208,986 0 0 0 0 9 2004 31,297,461 26,859,158 1,883,157 220,677 0	7,211,417 6,923,312 0 0 0 2005 31,270,807 26,970,488 1,881,365 215,782 0	0 3,684,384 0 0 0 2006 31,190,049 26,979,496 1,879,575 212,370 0	2,526,142 0 18,797 0 18,797 0 2007 31,088,119 26,935,850 1,877,787 116,946 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 2009 30,206,002 24,013,155 2,213,944 88,457 0	0 70,545 0 0 830,731 0 2010 29,981,141 23,766,937 2,211,836 104,874 0	0 0 0 0 0 2011 29,750,388 23,492,851 2,209,732 129,937 0	2012 29,404,416 23,157,063 159,455 12,478,535	0 0 0 0 0 2013 28,602,374 22,866,247 2,205,530 161,719	2014 28,289,729 21,609,515 2,203,432 168,307	2015 28,006,313 21,210,620 2,201,335 194,639	2016 2016 27,747,379 20,937,543 2,199,240 177,548	2017 2017 27,554,516 20,602,087 196,855	2018 2018 27,361,744 20,267,798 2,195,058 215,524	2019 (2019) ((2019) ((2019) ((2019) ((2019) ((2019) ((2019) ((2019) ((2019) (((2019) ((((((((((((((((((2020 2020 1 26,977,624 7 19,701,533 2,190,883 205,077	0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0
Renovate Leases Vacant Space Demolition Non Recurring Revenue Savings/Cost/Profit Receiving Facility Roseburg Recurring Costs Inpatient Op Cost Outpatient Op Cost Non Clinical Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs Non Recurring Costs Avings/Cost/Profit Recurring Savings Savings/Cost/Profit	7,337,076 3,208,986 0 0 0 0 9 2004 31,297,461 26,859,158 1,883,157 220,677 0	7,211,417 6,923,312 0 0 0 2005 31,270,807 26,970,488 1,881,365 215,782 0	0 3,684,384 0 0 0 2006 31,190,049 26,979,496 1,879,575 212,370 0	2,526,142 0 0 18,797 0 2007 31,088,119 26,935,850 1,877,787 116,946 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 2009 30,206,002 24,013,155 2,213,944 88,457 0 0 2009 6,867,283 571,535	0 70,545 0 0 830,731 0 2010 29,981,141 23,766,937 2,211,836 104,874 0	0 0 0 0 0 2011 29,750,388 23,492,851 2,209,732 129,937 0	00 00 00 00 2012 29,404,416 23,157,063 2,207,630 159,455 12,478,535	0 0 0 0 0 2013 28,602,374 22,866,247 2,205,530 161,719	2014 28,289,729 21,609,515 2,203,432 168,307	2015 28,006,313 21,210,620 2,201,335 194,639	2016 2016 27,747,379 20,937,543 2,199,240 177,548	2017 2017 27,554,516 20,602,087 196,855	2018 2018 27,361,744 20,267,798 2,195,058 215,524	2019 (2019) ((2019) ((2019) ((2019) ((2019) ((2019) ((2019) ((2019) ((2019) (((2019) ((((((((((((((((((2020 2020 1 26,977,624 7 19,701,533 2,190,883 205,077	0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0
Renovate Leases Vacant Space Demolition Non Recurring Revenue Savings/Cost/Profit Receiving Facility Roseburg Recurring Costs Inpatient Op Cost Outpatient Op Cost Vacant Space Op Cost Vacant Space Op Cost Savings/Cost/Profit Recurring Savings Savings/Cost/Profit Non Recurring Costs New Construction Renovate Leases	7,337,076 3,208,986 0 0 0 0 9 2004 31,297,461 26,859,158 1,883,157 220,677 0	7,211,417 6,923,312 0 0 0 2005 31,270,807 26,970,488 1,881,365 215,782 0	0 3,684,384 0 0 0 2006 31,190,049 26,979,496 1,879,575 212,370 0	2,526,142 0 0 18,797 0 2007 31,088,119 26,935,850 1,877,787 116,946 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 2009 30,206,002 24,013,155 2,213,944 88,457 0 0 2009 6,867,283 571,535	0 70,545 0 0 830,731 0 2010 29,981,141 23,766,937 2,211,836 104,874 0	0 0 0 0 0 2011 29,750,388 23,492,851 2,209,732 129,937 0	00 00 00 00 2012 29,404,416 23,157,063 2,207,630 159,455 12,478,535	0 0 0 0 0 2013 28,602,374 22,866,247 2,205,530 161,719	2014 28,289,729 21,609,515 2,203,432 168,307	2015 28,006,313 21,210,620 2,201,335 194,639	2016 2016 27,747,379 20,937,543 2,199,240 177,548	2017 2017 27,554,516 20,602,087 196,855	2018 2018 27,361,744 20,267,798 2,195,058 215,524	2019 2019 2019 2019 2019 2019 2019 2019 2019 ((2020 () () () () () () () () () (0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0

VISN 20 Realignment White City Nov 20 03.xls - Step 6, Capital Cost Summary

SUMMARY

	Status Quo					
Capital Cost	(Plus	Original	100%			
Summary	capital)	Market Plan	Contract	New Alt 1	New Alt 2	Alt 3
White City						
New Construction	0	14,790,558	3,822,182	0	0	15,141,274
Renovation	0	1,225,175	958,319	0	0	958,319
Leases	0	0	0	0	0	0
Vacant Space Demolition	0	2,094,545	3,400,124	6,663,165	6,663,165	3,911,466
Capital for Status Quo	32,560,000	0	0	0	0	0
TOTAL	32,560,000	18,110,278	8,180,625	6,663,165	6,663,165	20,011,059
Receiving Amer Lake						
New Construction	0	14,548,493	14,548,493	57,228,306	14,548,493	14,548,493
Renovation	0	16,413,369	16,413,369	16,413,369	16,413,369	16,413,369
Leases	0	0	0	0	0	0
Vacant Space Demolition	0	849,528	849,528	576,108	576,925	849,528
Capital for Status Quo	85,083,000	0	0	0	0	0
TOTAL	85,083,000	31,811,390	31,811,390	74,217,783	31,538,787	31,811,390
Receiving Roseburg						
New Construction	0	19,557,493	19,557,493	19,557,493	58,803,665	19,557,493
Renovation	0	4,743,822	4,743,822	4,743,822	4,743,822	4,743,822
Leases	0		0	0	0	0
Vacant Space Demolition	0		1,380,069	1,380,069	1,269,928	1,380,069
Capital for Status Quo	60,136,000		25,681,384	0	0	
TOTAL	60,136,000	24,301,315	51,362,768	25,681,384	64,817,415	25,681,384
Receiving Medford						
New Construction	0	0	0	16,532,612	16,532,612	0
Renovation	0	0	0	0	0	0
Leases	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0
Capital for Status Quo	0	0	0	0	0	0
Total	0	0	0	16532612	16532612	0
TOTAL	177,779,000	74,222,983	91,354,783	123,094,944	119,551,979	77,503,833

VISN 20 Realignment White City Nov 20 03.xls - Step 6, Operating Cost Summar

SUMMARY

	Status Quo (Plus	Original Market				
Operating Cost Summary	capital)	Plan	100% Contract	New Alt 1	New Alt 2	Alt 3
White City						
Operating Costs	802,688,257	791,517,427	1,185,887,061	93,000,685	93,000,685	779,763,340
Receiving Am L						
Operating Costs	1,393,315,349	1,215,712,466	1,215,712,464	1,856,997,623	1,217,901,443	1,215,712,464
Receiving Roseburg						
Operating Costs	1,209,100,742	1,040,645,659	1,040,645,657	1,040,645,657	1,416,364,931	1,040,645,657
Receiving New Medford CBOC						
Operating Costs	0	0	0	318,188,237	318,188,237	0
TOTAL	3,405,104,348	3,047,875,552	3,442,245,182	3,308,832,202	3,045,455,296	3,036,121,461
TOTAL Capital Cost	177,779,000	74,222,983	91,354,783	123,094,944	119,551,979	76,123,764
Cost plus Capital	3,582,883,348	3,122,098,535	3,533,599,965	3,431,927,146	3,165,007,275	3,112,245,225

Note: Alternative #1 and #2 do not include costs for site acquisition (5 million) for the Medford clinic or staff relocation costs for moving inpatient beds (10 million).

SUMMARY

	Status Quo	Original			
Life Cycle Costs	(Plus capital)	Market Plan	100% Contract	New Alt 1 (AL)	New Alt 2 (RB)
White City					
Recurring	802,688,257	790,303,498	1,184,673,132	93,000,685	93,000,685
Non-Recurring	32,557,409	18,110,278	8,180,625	4,178,572	4,178,572
TOTA	835,245,666	808,413,776	1,192,853,757	97,179,257	97,179,257
Receiving Facility Amer L					
Recuring	1,393,315,349	1,215,712,466	1,215,712,464	1,856,997,623	1,217,901,443
Non-Recurring	85,081,446	31,811,390	31,811,390	74,217,783	31,538,787
TOTA	1,478,396,795	1,247,523,856	1,247,523,854	1,931,215,406	1,249,440,230
Receiving Facility Roseburg					
Recurring	1,209,100,742	1,040,645,659	1,040,645,657	1,040,645,657	1,416,364,931
Non-Recurring	60,135,355	25,681,384	25,681,384	25,681,384	64,817,415
TOTA	1,269,236,097	1,066,327,043	1,066,327,041	1,066,327,041	1,481,182,346
Receiving Facility Medford					
Recurring	0	0	0	318,188,237	318,188,237
Non-Recurring	0	0	0	16,532,612	16,532,612
TOTA	0	0	0	334,720,849	334,720,849
				<u> </u>	
Grand Total	3,582,878,558	3,122,264,675	3,506,704,652	3,429,442,553	3,162,522,682

Removed non-clinical cost in Alt 1 and Alt 2 so will not match IBM in recurring cost

October 25th Run

	Status Quo	Original		
Life Cycle Costs	(Plus capital)	Market Plan	100% Contract	
,				
White City				
Recurring	802,679,610	733,985,659	1,100,828,758	
Non-Recurring	32,557,409	18,110,278	8,180,625	
TOTA	835,237,019	752,095,937	1,109,009,383	
Receiving Facility Amer L				
Recuring	1,393,315,356	1,201,331,150	1,201,331,148	
Non-Recurring	85,081,446	31,811,390	31,811,390	
TOTA	1,478,396,802	1,233,142,540	1,233,142,538	
Receiving Facility Roseburg				
Recurring	1,209,100,737	1,015,066,174		
Non-Recurring	60,135,355	25,681,384	25,681,384	
TOTA	1,269,236,092	1,040,747,558	1,028,813,559	
Receiving Facility Medford				
Recurring	0	0	0	
Non-Recurring	0	0	0	
TOTA	0	0	0	
Grand Total	3,582,869,913	3,025,986,035	3,370,965,480	

Alt 3

778,549,411 19,325,221 797,874,632

1,215,712,464 31,811,390 1,247,523,854

1,040,645,657 25,681,384 1,066,327,041

0

3,111,725,527

252373 27,003,911

Alt 3

698,273,202 19,325,221

717,598,423

1,201,331,150 31,811,390 1,233,142,540

1,015,066,174

25,681,384 1,040,747,558

0

2,991,488,521

SUMMARY

	Status Quo	Original	***100%			
Net Present Value	(Plus capital)	Market Plan	Contract	Alt 1	Alt 2	Alt 3
White City						
Recurring		12,384,759	-381,984,875	709,687,572	709,687,572	24,138,846
Non-Recurring		14,447,131	24,376,784	28,378,837	28,378,837	13,232,188
TOTAL		26,831,890	-357,608,091	738,066,409	738,066,409	37,371,034
Receiving Facility 1						
Recuring		177,602,883	177,602,885	-463,682,274	175,413,906	177,602,885
Non-Recurring		53,270,056	53,270,056	10,863,663	53,542,659	53,270,056
TOTAL		230,872,939	230,872,941	-452,818,611	228,956,565	160,172,818
Receiving Facility 2						
Recurring		168,455,083	168,455,085	168,455,085	-207,264,189	168,455,085
Non-Recurring		34,453,971	34,453,971	34,453,971	-4,682,060	34,453,971
TOTAL		202,909,054	202,909,056	202,909,056	-211,946,249	180,287,178
Receiving Facility 3						
Recurring		0	0	-318,188,237	-318,188,237	0
Non-Recurring		0	0	-16,532,612	-16,532,612	0
TOTAL		0	0	-334720849	-334720849	0
				•	•	
Grand Total		460,613,883	76,173,906	153,436,005	420,355,876	377,831,030

Run eliminates nonclinical cost for White City in Alt 1 and 2

^{***}Note it is unrealistic to contract Dom out. It is not available in the community for the services White City provides

October 25th Run						
	Status Quo	Original	100%			
Net Present Value	(Plus capital)	Market Plan	Contract	Alt 1	Alt 2	Alt 3
White City						
Recurring		68,693,951	-298,149,148	834,974,869	834,974,869	104,406,408
Non-Recurring		-18,110,278	-8,180,625	-4,178,572	-4,178,572	-19,325,221
TOTAL		50,583,673	-306,329,773	830,796,297	830,796,297	85,081,187
Receiving Facility 1						
Recuring		191,984,206	191,984,208	-497,917,735	191,984,208	191984208
Non-Recurring		-31,811,390	-31,811,390	-59,774,026	-31,811,390	-31811390
TOTAL		160,172,816	160,172,818	-557,691,761	160,172,818	160,172,818
Receiving Facility 2						
Recurring		194,034,563	205,968,562	205,968,562	-272,351,635	205968562
Non-Recurring		-25,681,384	-25,681,384	-25,681,384	-69,832,915	-25681384
TOTAL		168,353,179	180,287,178	180,287,178	-342,184,550	180,287,178
Receiving Facility 3						
Recurring		0	0	-368,905,413	-368,905,413	0
Non-Recurring		0	0	-16,532,612	-16,532,612	0
TOTAL		0	0	-385438025	-385438025	0
Grand Total		379,109,668	34,130,223	67,953,689	263,346,540	425,541,183

Preferred alternative description and rationale:

The preferred alternative is to use the Rapid Footprint Reduction. White City's economy of scale, well established therapeutic community, and developed infrastructure, e.g. presence of dining hall, utility systems, all lend to an operation in White City that is clearly more economical and clinically better suited. This option includes a 50% reduction of the facility footprint, decisive and swift demolition and replacement of buildings for 500 beds, stresses enhanced use lease, and expands outpatient services.

	Status Quo	Original Market Plan	100% Contract	New Alternate # 1	New Alternate # 2	Alternate # 3
Short Description:		residential beds based on CARES projections for	Considers cost to contract for inpatient care. Bio- psychosocial rehabilitation not available in private sector		beds to Roseburg. Move Outpatient services to new clinic in Medford	programs at White City similar to the initial
Total Construction Costs	177,770,000	74,222,983	91,354,783	123,094,944	119,551,979	77,503,833
Life Cycle Costs	0,002,010,000		3,506,704,652	3,429,442,553		
Impact on Access	west coast, access from both north and south. Medford is halfway between Sacramento/San Francisco and Portland.	across VISN20 are admitted to White City	Veterans cannot access Bio-psychosocial rehabilitationthrough contract venues.	Access mainly limited to Washington State.	Roseburg does not have an airport nor the urban population base and employers that the	Patients from VA facilities across VISN20 are admitted to White City using state of the art electronic referral process. VISN 19 and 21 would continue to be served by White City
Impact on Quality	Retain high outcomes and patient satisfaction at low cost per BDOC	Retain high outcomes and patient satisfaction at low cost per BDOC	If contractor found, no guarantee of measurement or performance	Quality could be maintained assuming Bio- psychosocial rehabilitation is a top facility priority	Quality could be maintained assuming Bio- psychosocial rehabilitation is a top facility priority	
Impact on Staffing & Community	and community	and community partnerships	If contractor found, unknown staffing and loss of therapeutic community at SORCC	Cost to relocate staff, disruption of clinical programs, loss of significant community partners in Southern Oregon	disruption of clinical	Maintains staffing levels and community partnerships

VISN 20 Realignment White City Nov 20 03.xls - Step 7, Alternative Analysis

	Status Quo	Original Market Plan	100% Contract	New Alternate # 1	New Alternate # 2	Alternate # 3
Impact on Research and Education	Maintains affiliations with Rogue Community College and Oregon Health Sciences University	Maintains affiliations with Rogue Community College and Oregon Health Sciences University	Unknown	Lose affiliation with Rogue Community College and local Nursing training and recruitment initiatives	Lose affiliation with Rogue Community College and local Nursing training and recruitment initiatives	Maintains affiliations with Rogue Community College and Oregon Health Sciences University
	White City 2003 BDOC = \$116/day versus national average of \$196/day. CARES BDOC projection = 252,373/year	average of \$196/day. CARES BDOC projection	CARES Medicare rate is higher than White City per BDOC understanding no private sector equivalent exists	At national average cost per BDOC, this option would cost VA an additional 20 million/year for same BDOC	At national average cost per BDOC, this option would cost VA an additional 20 million/year for same BDOC	Converts dollars being used to maintain vacant space to patient care.
Support other Missions of VA	Point National Cemetery	White City and Eagle Point National Cemetery CWT partnership	Unknown	May be opportunities	May be opportunities	White City and Eagle Point National Cemetery CWT partnership
Other significant considerations	According to UCR-1 (Cost efficiency), White City is second best in VA, second only to Manila in adjusted facility work accomplishedTestimony at CARES hearing supports inpatient presence remains at White City.	second best in VA, second only to Manila in adjusted facility work accomplishedTestimony at CARES hearing supports	Commissions cited dearth of Biopsychosocial rehabilitation in the country, Jackson County	Would require Major Construction project in excess of 30 million dollars. American Lake is a higher seismic risk zone than White City	Would require Major Construction project in excess of 30 million dollars. Less employment services for veterans.	According to UCR-1 (Cost efficiency), White City is second best in VA, second only to Manila in adjusted facility work accomplishedTestimony at CARES hearing supports inpatient presence remains at White City.